

**RELATIONSHIP MANAGEMENT AND CUSTOMERS' PATRONAGE IN  
TELECOMMUNICATION INDUSTRY; EVIDENCE FROM SELECTED  
TERTIARY INSTITUTIONS IN SOUTH-WEST, NIGERIA**

**BY**

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**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF  
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AWARD OF DOCTOR OF PHILOSOPHY (Ph. D.) DEGREE IN  
BUSINESS ADMINISTRATION (ENTREPRENEURSHIP)**

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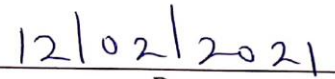
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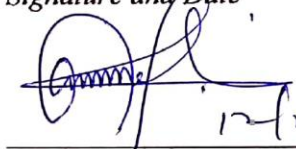
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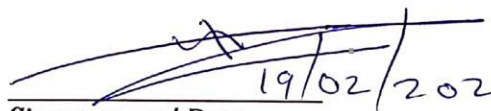
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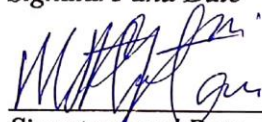
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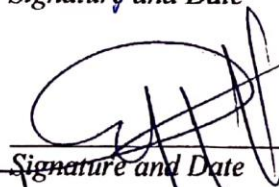
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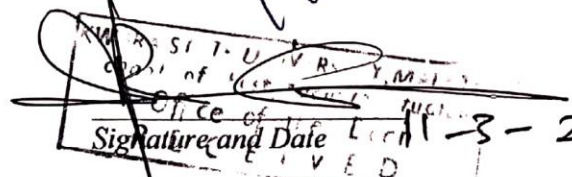
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## **DEDICATION**

This thesis is dedicated to the  
Almighty God for His blessings on us.

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## **LIST OF ABBREVIATIONS**

RM	-	Relationship Management
CRM	-	Customers Relationship Management
4Ps	-	Product, Price, Place and Promotion
GSM	-	Global System for Mobile Communication
SMS	-	Short Message Service
SIM	-	Subscribers Identification Module
AT&A	-	American Telephone and Telegraph Company
NET	-	Nigerian External Telecommunication
SERVQUAL	-	Service Quality
MTN	-	Mobile Telecommunication Network

## Abstract

*The emerging markets of the developing nations have been the most extensive driver of global economic expansion in recent times. The growth realised since the liberalisation of the telecommunications industry in Nigeria has been remarkable and well recorded in the literature; however, the dearth of empirically validated data on the application of relationship management in emerging global markets, and Nigeria in particular, appears inadequate. The study investigated 'Relationship Management and Customers' Patronage in Telecommunication Industry: Evidence from selected Tertiary Institutions in South-West, Nigeria. The study was based on two constructs of Relationship Management and Customers' Patronage. Descriptive method of data analysis was employed in the study, while primary data were used for the study. A well-structured five-point Likert rating scale questionnaire was developed and administered on three hundred and fifty-one (351) respondents. The research findings illustrate that effective relationship management positively influences customers' patronage (customers' satisfaction, customers' retention, brand preferences and customers' loyalty). The study revealed that relationship management dimensions explain customers' satisfaction and customers' retention by 60%, and 67% coefficient respectively; while, brand preference and customers' loyalty exhibited by the respondents was explained by 91% and 92% coefficient respectively signalling positive significance. The study further revealed that relationship management leads to increased patronage. The study recommends that telecom providers should maintain specific processes to use for handling complaint from consumers to prevent misunderstanding and dissatisfaction. Besides, customers should be encouraged to report complaints directly to the management of the organisation to ensure quality service delivery. Likewise, call centre staff should be more committed to avoiding any other inconvenience to more effective filing of complaints. Use of technology such as the one used by bank consumers to access banking services is also recommended as an important ingredient for growing customer loyalty. The study further recommends that telecom firms operating competitive services should maintain proper networks of service operations to ensure brand choice and better coverage, since customers do not want to put their trust in technological devices that lead to insecurity.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The changes in marketing focus have been dramatically shaped from decade to decade. In the early 1900s, the focus was on consumer marketing with companies having the ability to adapt their offerings to treat each customer as an individual (Zaayman, 2003). After world war, companies tended to focus on product differentiation and then in 1950s the focus moved from production process and marketing efforts to acquisition strategies with new communication media. In the 1980s, direct marketing helped to differentiate products from the mass market, and service quality and satisfaction made marketing more focused. This phase was followed by the information era where the focus was on customers' personalisation and retention. By the year 2000, communication media have changed, which enabled companies to know more about the customers, thus allowing them to target and customize their offering (van Eeden, 2015).

Relationship management (RM) is a concept that is developed to complement the traditional 'four Ps' of marketing - product, price, place, and promotion. However, forging long-term relationship between customers and service providers is the key to stability in an increasingly dynamic market (Wu & Wu, 2015). The relationship between service subscribers and service provider is more challenging and competitive. Hence, as the number of customers increase; service providers will have to focus more on their services to manage the critical relationships with their subscribers. Therefore, relationship management has become the main strategy for every organisation regardless of its size. The reason for this is that it costs up to five times more to acquire a new customer, than to get an existing customer to make a new purchase (Silverstein, 2000). According to Connolly and Yager (2011), the damage caused by a dissatisfied customer can be expanded exponentially. Dissatisfied customers are more likely to switch to competitors and more likely to convince others to switch to competitors. Nowadays, it is not surprising that customer relationship management is a significant issue for discussion in the academic and business arena.

Relationship management as a concept began to emerge in the mid-1980s and over a relatively short period of time the application of relationship management became rapid (Callaghan & Shaw, 2014; Pheng, 2012; Rao & Perry, 2016). Since then, relationship management started to represent

a new leading approach (Gronroos, 2004; Rao & Perry, 2016) or a paradigm shift in marketing (Adamson, Chan & Handford, 2013; Gronroos, 1996; MacMillan, Money, Money, & Downing, 2014; Min & Mentzer, 2010; Webster, 1992; Williams, 1998) as it emphasizes valuable customer retention strategy (Bansal, 2014; Kim & Cha, 2012; Kumar, Bohling, & Ladda, 2013; Pheng, 2012; Priluck, 2003; Rowly, 2011; Sheth, 2002). In other words, since 1980s, relationship management represents an emerging school of marketing thought, which offers an essential framework for understanding, explaining and managing relationship (Khalili, 2005, MacMillan, et. al., 2004; Rao & Perry, 2016). It represents an important phenomenon in the focus of marketing continuum from transactional approach to relational approach (Chaston & Mangles, 2013; Christopher, Rayne & Ballantyne, 1991; Roslin & Melewar, 2014). Specifically, the general focus of relationship management is to build long term relationships with customers (Bansal, 2014; Chaston & Mangles, 2013; Gronroos, 2004; 1996; Rao & Perry, 2016; Roslin & Melewar, 2014; Rowly, 2011; Sin, Tse, Yau, Lee & Chow, 2018).

Telecommunications is acknowledged as one of the most important infrastructures essentials to the socio-economic wellbeing of any nation. The first mobile telecommunication service was provided in 1946 by an American Telephone and Telegraph (AT&A) in St Louis Mission, USA. In 1947, the company invented the concept of cellular telephone, this later spread to the nooks and crannies of Europe.

The revolution pervading the telecommunication industry spread to Nigeria through a British firm with Nigeria government as a senior partner under the name, Nigerian External Telecommunication Ltd. (NET) in 1962. Though, the development of telecommunications in Nigeria was dated back to 1886 with the laying of the first telegraphic submarine cable by the British Firm Cable And Wireless Ltd. but the liberalization of the telecommunication sector in 2001 brought an astronomical increase in the traffic volume of telecommunication service providers couple with stiff competition in all the market segments that make the market so tensed (Ndukwe, 2008).

The improvement in the investment climate had brought some tremendous increase in number of market players, licenses were granted to then Econet in January, 2001 but officially took off in August, 2001 while the MTN that came late commenced operation in June, 2001. The process of

deregulating the telecommunication industry in Nigeria actually began in 1992 via the establishment of Nigerian Communications Commission (NCC) by Decree 75 of 1992. The rationale behind this had been to create an environment which would facilitate the supply of telecommunication services, allows private individuals to participate in the market while promoting fair competition and enhancing reasonable level of service to the concerned. Before the market had matured, other players joined the industry, namely, Globacom and Etisalat they have launched a mobile telecommunication service market initiative with the four companies sharing the Nigerian mobile telecommunication market (Ndukwe, 2008). He noted further that the Nigerian mobile Telecommunication industry has become a competitive market and as the environment becomes more competitive and turbulent, business organizations face a lot of challenges, not only in the provision of quality services or products but its ability to retain the already won customers and secure continuous customer retention and patronage. This mostly borders on issues of loyalty. GSM service subscribers (customers) nowadays are becoming more sophisticated and enlightened, therefore, demands are changing per second; hence, business organizations need to catch up with the current realities.

Business organizations today are facing challenges on how to out-perform one another. Although, business topography becomes very undulating, GSM service providers continue to look for the right strategy to navigate their bearing. Customers with their needs, desires, preferences and aspirations remain the sole target of these firms. In attempt to gain sustainable differential advantage over competitors, firms evolve strategic option based on their distinctive competences to meet changing customer requirements. In Nigeria, firms in this industry are now being faced with stiffer competition with a high rate of customer expectations and greater environmental influence (Dipeolu, Adewuyi, Ayinla & Bakare, 2014).

Adegoke, Babalola and Balogun (2017) posit that the degree of competition in telecommunications industry all over the world, Nigeria inclusive, is high and devoid of any period that can be designated as peak or off-peak. To compete favourably in such an interactive and competitive market, GSM service providers are forced to look beyond the traditional 4Ps of marketing (product, price, place and promotion) strategies to achieve competitive edge and are now complementing transactional marketing with relational marketing.

The wide variety of products and services with promotional offers from the telecom firms trigger more frequent customer switching behaviour, thus making the goal of customer loyalty to a specific brand or firm difficult to attain. Evidences of brand switching behaviour abounds among the GSM subscribers in Nigeria (Aminu & Harini, 2018; Oyeniya & Abiodun, 2010). Business organization globally strives to achieve brand loyalty and to achieve re-buy tendencies because of the perceived potential benefits associated with the concept. Brand loyalty has become a major concern of firms in today's competitive market (Ogbojafor, Ladipo, Patrick & Odunewu, 2014). However, satisfied customers are likely to remain loyal to the provider. This is demonstrated through continuous patronage of the providers product and/or services and upon meeting the customers' expectation, the customer spreads a positive word of mouth about the satisfaction experienced (Ryu & Moon, 2012).

GSM service subscribers are becoming more sophisticated and enlighten which is evident in their brand switching behaviour which has been on the high side in the recent times. Therefore, GSM service operators are finding it extremely difficult to retain their customer and build trust due to lack of bond between customers and service providers. Thus, a new synergy for core competence in terms of relationship sets in. Management of relationships among all business stakeholders have become a critical task on which a company's existence stands or falls. Relationship management strategy and customers patronage had been identified as a critical success factor in any business; hence, patronage is the hub of every business (Egan, 2011).

## **1.2 Statement of the Problem**

Telecommunication is acknowledged as one of the fastest growing sectors in Nigeria. This is occasioned by the deregulation of the telecom industry by the Nigerian government in 2001; as the market became liberalized, it gave room for many market players (MTN, Airtel, GLO and 9Mobile) to participate in the market which end the era of monopoly enjoyed by the only market player (NITEL) in the industry. Telecommunication service subscribers became empowered and are no longer tied to single operator decisions; subscribers are becoming so sophisticated holding their own views and perceptions. Meanwhile, customers were previously, limited to one network provider which is Nigerian Telecommunication Limited (NITEL) with the attendant poor service delivery. With the entrance of more network providers coupled with the customers knowledge of

both information technology and mobile number portability, subscribers now seek better services and value for their money. Consequently, telecommunication network subscribers are totally tired of network failures, drop calls, high tariffs, poor service quality, poor customer care and unsustainable promotions. Thus, these factors drive subscribers switching decisions among network service providers.

GSM service providers in Nigeria (MTN, Airtel, GLO & 9Mobile) have strived hard at ensuring not only service quality but customer retention for continuous patronage. They have engaged in several marketing tactics ranging from aggressive sales tactics, telemarketing, direct mail, internet advertisements, radio and television advertisements and host of others. In spite of the application of these tactics by the service providers, subscribers continue to brand switch even at no cost. Therefore, it appears that the missing link has always been sustainable relationship management strategies.

Based on the above, this research examines the effect of relationship management dimensions as measured by service quality, after-sales service, information sharing and trust on customer patronage as measured by customers satisfaction, customer retention, brand preference and customer loyalty in the telecommunication industry in South west geo-political zone of Nigeria.

### **1.3 Research Questions**

The following research questions were postulated based on the statement of the problem:

- i. how does relationship management affect customers' satisfaction?
- ii. to what extent has relationship management affected customers' retention?
- iii. To what extent do relationship management influence brand preference?
- iv. in what way has relationship management affected customers' loyalty?

### **1.4 Objectives of the Study**

The study's broad objective was to investigate the impact of relationship management on customers' patronage in telecommunication services: evidence from selected tertiary institutions in South/West Nigeria. The specific objectives are to:

- i. determine the effect of service quality on customers' satisfaction;

- ii. investigate the impact of after-sale service on customers' retention;
- iii. assess the influence of information sharing on brand preference; and
- iv. examine an association between mutual trust and customers' loyalty.

## **1.5 Research Hypotheses**

**H<sub>01</sub>:** There is no significant relationship between relationship management and customers' satisfaction.

**H<sub>02</sub>:** There is no significant relationship between relationship management and customers' retention.

**H<sub>03</sub>:** Relationship management does not significantly influence brand preference.

**H<sub>04</sub>:** There is no significant association between relationship management and customers' loyalty.

## **1.6 Scope of the Study**

The study covers telecom subscribers in some selected tertiary institutions in the South-West, Nigeria. This comprises Lagos, Ogun, Oyo, Ondo, Osun and Ekiti states. This study is also limited to four (4) relationship management variables (After-sales Service, Service Quality, Information Sharing and Mutual Trust) and four (4) customers' patronage variables (Customer Satisfaction, Brand Preference, Customers Loyalty and Customers Retention).

## **1.7 Significance of the Study**

Relationship management strategy is an important approach to business because it enhances company's ability to achieve the ultimate goal of continuous customer retention of profitable customers; relationship strategy becomes an avenue to build socioeconomic and technical ties among parties and gain competitive edge of competitors. In principle, RMS focuses on building enduring and sustainable customer relationships and adds value to GSM providers, regulatory bodies inclusive. Effective customer relationship management has become a strategic tool, so imperative for companies virtually in every business sector to be closer to their customers, expanding more effort in finding an avenue to create value for mutual benefit.

This research investigated the relationship management dimensions that are responsible for ensuring that service subscribers remain with a particular service provider in Nigeria. Telecommunication industry has become one of the most competitive sectors in Nigeria. Consequent upon this, service providers must endeavour to maintain their market share through the adoption of relationship management strategies that will help them to relate with their customers.

The result is expected to inform GSM service providers about the response from their users to the variety of relationship management strategies their salespeople are deploying as this will help them to manage relationship among all business stakeholders because it has become a critical success factor on which a company's existence stands or falls.

Also, proper understanding of efficacy of relationship dimensions in retaining existing customers will help service providers to recognize their customers' needs, expectations, views, perceptions and environmental influence that encourage subscribers to patronize a GSM service provider over and over and to know the efficacy of thorough relationship management technique from a customer viewpoint.

Understanding customer behaviour regarding repurchase will help regulatory bodies in their effort to encouraging healthy competition in the market. However, formulated policies must be checked before enforcing them which wholly depends on the policy makers analysis of the policy formulated. Therefore, the study would provide guide to the government and her agencies in the area of policy formulation, implementation and appraisal. Finally, this work would add to existing expertise in entrepreneurship literature by providing an empirical model that will be essential for the scholars in relevant research fields.

## **1.8 Operationalisation of Construct**

In analysing the impact of relationship management on customers patronage of telecommunication services: evidence from selected tertiary institutions in South-West Nigeria, the major constructs as stated below are operationalized mathematically.

Dependent Construct: Customers Patronage

Independent Construct: Relationship Management

The above is mathematically expressed as  $Y = f(x)$

Where  $Y =$  Dependent Variable

$X =$  Independent Variable

$Y =$  Customers Patronage (CP)

$X =$  Relationship Management (RM)

Therefore, from this equation,

That is,  $CP = f(RM)$ ,  $Y = f(x)$

$Y = (y_1, y_2)$

$y_1 =$  customer loyalty

$y_2 =$  customers retention

$y_3 =$  customer satisfaction

$y_4 =$  brand preference

Similarly,  $X = (x_1, x_2, \dots, x_n)$

Where

$x_1 =$  service quality

$x_2 =$  information sharing

$x_3 =$  mutual trust

$x_4 =$  after-sale service

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Preamble

This section extensively reviewed the literature obtained for the study on the impact of relationship management on customers' patronage of telecommunication service providers. The chapter is structured along with the following rubric: conceptual review, theoretical review, empirical review and gap in the literature.

#### 2.1 Conceptual Review

In the past and even up till now, it is not easy for sales personnel or marketers to penetrate and secure customers or prospective customers to associate with a company's goods or services or change purchase pattern from what is already a culture. As the environment becomes more competitive and turbulent, businesses or organisations face a lot of challenges not only in providing quality goods or services but their ability to win more customers and retain their patronage. To succeed in such a diverse and engaging environment, companies are forced to look at a strategic advantage beyond the conventional 4Ps of marketing. Although marketing strategies help to understand who the present customers are, uncover the market potential; it is an innovative way of reaching new customer or market. Relationship management strategies have become an alternative means for organisations to build strong and continuous relationship with their customers (Olayiwola, 2012).

Relationship management strategies and customer's patronage have been identified as a critical success factor in any business; customer's patronage is the hub base of every business. Doyle (2012) found that closeness with customers consists of two dimensions: performance and interaction. The first one comprises what customer receives in terms of product /service and quality of process while the other relates to the interaction of the supplier with the customer's representatives, whether they are open and responsive. The universal philosophy in organization was to maximize profit on each individual exchange and transaction. However, the need for businesses to do away with the traditional ways of doing things has changed their philosophies to

that of maximizing mutually beneficial relationships with customers. This mutually beneficial relationship is the hallmark of relationship management.

Relationship management is the practice of establishing long-lasting and rewarding partnerships with key par to maintain their interest and company for the long run. It leads to substantial economic, technical, and social bonds between the parties and reduces transaction costs and time (Boettke & Fink, 2011). Relationship Management includes establishing, sustaining, and strengthening good customer relationships as well as other shareholders. Businesses are gradually moving away from concentrating on transaction records into focusing on creating value-drive relationships and value distribution networks (Ernest, 2017). Partnership strategy is focused more on the long term. The goal is to provide long-term quality to consumers, and long-term customers loyalty is the indicator of success. It involves building relationships at various levels, e.g. economic, social, technological and legal resulting in high customers' loyalty (Aaker 2014). Managing demand means managing customers with the result of executing the relationship. Business organisation had come to understand that company's demand comes from two groups; new clients and existing consumers.

In the last few decades, among academics and practitioners, issues concerning the relationship management had been shifted to other strategies such as relationship strategy, service strategy, differential market strategy, augmented marketing strategy, word-of-mouth marketing strategy and concentrated marketing strategy which had begun to dominate the marketing field (Egan, 2011). Presently, relationship management is a crucial matter in the management and marketing concepts of business applications. It is being practised globally. Concerted efforts are needed to convince a new customer to buy, even existing customers to continue to buy a product or service. Hence, relationship management is concerned with steps and positive attitudes taken to identify and keep a customer to sustain an enduring business rapport in the industry and it subscribers for a very long time (Berry, 2013). Business organisations are thus to look for a new marketing philosophy, which organisations globally need to imbibe to keep their patronage. It goes further to strengthen personal involvement in satisfying customer's long-term business interests.

For any existing customers, relationship in place needs to be nurtured, but for a prospect, there is no relationship whatsoever until business organisations had been able to bring customers in and

creates sellers-buyers interface. First and foremost, there is a need to identify prospects before we can talk of promoting any relationship. This can be done by making use of other referral sources, e.g. existing customers, examining various data source and complaint. However, the focus has moved to develop tactics to draw potential consumers and establish interactions with them; businesses are now working all out to maintain existing customers and developing an enduring relationship with new customers.

### **2.1.1 Relationship Management**

The term “relationship management was initially used by Berry (1983) and later by Jackson (1985) who introduced this idea in the business world with the introduction of intermediaries otherwise known as middlemen in the supply chain management; relationship with subscribers were given prominent audience” (Sheth & Parvatiyar, 2005). Sugandhi (2012) later discovered that less attention had been given to the relationship as a concept in the running of business. Levitt (1983) further used marriage relationship to analyse the idea of the relationship. He said that it all depends on how sellers manage their relationships with buyers. This concept has further developed, and to some extent turned into a formal model and expression in the business world, networking and relationship management. Relationship now becomes subject of interest for both academia and researchers.

Today in the fast-paced globalisation, taking your business away from competitors is the hallmark. Because the business environment is becoming so dynamic and competitive, demand for performance is on the high-side, business organisation needs to develop a strong socio-economic with their customers to continue to enjoy their patronage.

Ndubisi (2015) postulated that to achieve a competitive advantage, firms must satisfy their customers with the view to keeping them away from rivals in other to enjoy smooth business relationship. Hence, relationship management is mutualism; it rewards for both buyers and sellers (Rapp & Collins, 2012). Relationship management was reported to have influenced customer’s patronage of the telecommunication services in Nigeria; this has become so imperatives because service providers in Nigeria are operating in a different environmental condition and cultural orientation while considering the three dimensions of relationship management strategies,

parameters and indices such as trust, service quality, information sharing trust and after sales service.

Palmer (2017) postulated that relationship management means diverse things to different cultures and users; therefore, managers of business organisations should be very careful in prescribing universal solutions to managing relationship. This day, business view point is now shifting toward relationship management again in different context and this is what the research intends to study in Nigerian telecommunication perspective.

Relationship management makes extra rewards for both buyers and sellers (Ravald & Gronroos, 2015; Gronroos, 2018). Organisation has traditionally stressed on attracting new markets, new customers rather than maintaining the current one to ensure their continuous patronage (Chaxel, 2015). Globally, business organisations have agreed that acquiring new customers alone may not be suitable for long-term success (Husnain & Akhtar, 2015). Kandampully & Duddy, (2012) stated that acquiring and maintaining loyal customers is of the utmost importance to any business. Hence, relationship management has become a way for business to establish, develop and sustain a long-term working of a mutually rewarding business relationship with customers (Ravald & Gronroos, 2015). If the subscribers are actively interested in the goods and services of the firms, then the relationship management begins to work (O'Malley & Tynan, 2010).

The views, emotions and attitudes of customers can be affected by a rapid flow of information between telecommunications operators and telecommunications subscribers, which subsequently leads to customer satisfaction, strengthens the relationship and increases continuous patronage (Barnes, 1954).

Successfully, relationship management implementation can be done across the board, maintaining a functional and cordial relationship with subscribers by entertaining their complaints, responding to their needs and aspirations would be more profitable. Treating all subscribers in a similar way across all the segments of the market may not give the same returns (Zeithaml, Rust & Lemon, 2011). Times without number, relationship management lay much emphasis on most profitable customers who have more income to part with and contribute to long-term profit (Abratt & Russell, 2015). Customer satisfaction is regarded as the basis for retaining and growing profits; previous works indicate that the expense of attracting new customers is much higher than servicing current

customers (Reichheld & Sasser, 2013). The subscribers will keep spreading good word-of-mouth about the product or service and even recommending it another prospective customer. Telecom service providers and service customers need to look at their partnership. This work intends to explore how the telecommunication sector in Nigeria uses relationship management strategies to gain competitive advantage and continuous patronage (Gerpot, 2015).

### **2.1.1.1 Service Quality**

In recent recent, due to its increasing impact on the corporate results of organisations, executives, analysts, and practitioners have given considerable attention to service quality. Brown and Swartz (2011) submitted that companies with high quality of service are preferred and valued by customers to the ones with low service or product quality. Hence, ensuring service or product quality is now the driving force for business organisations in the 21<sup>st</sup> century. User assesses the quality of service based on what they desire by matching their perceptions of service encounters with their expectations. Marketers have only explained and evaluated the quality of tangible goods, while service quality has not yet been defined; it has been under-researched (Parasuraman, Zeithaml & Berry, 1985).

In this context, performance of any value-added object offered which is necessarily intangible and does not lead to ownership of anything is referred to as service (Kotler, 2012). On the other hand, the degree to which any action by one party (provider) can meet or satisfy another person (customers, in this context, subscribers) expectation is known as quality. Firms have realised that maximisation of profit coupled with market acquisition and sustenance depends much on the service quality. Service quality is now a primary strategy used to differentiate a firm's goods and services from other firms in the vicinity because customers evaluate firms via the quality of their service or product. Gronroos (2004) opined that customers measure the quality of service or product by comparing their service expectation with service experienced.

The value of quality to firms and consumers can not be overemphasised, because it allows companies to gain new markets and retain their current market share with an acceptable return on investment (Parasuraman et al. 1985). Nowadays, customers' search for higher quality is on the increase when compared to previous periods, this is not unconnected to the spate of a shift in competition as a result of rapid deregulation in various sectors which has made business

organisations to ensure those profit maximisation objectives is pursued alongside being competitive; hence, to succeed in such a fierce business, ensuring quality is a veritable strategy (Wisniewski, 2011).

“Performance is known as a critical instrument for achieving productivity and market success” (Wisniewski, 2011). “For service providers, they do not only keep their current clients but improve the odds of receiving new customers and retaining them” (Rust, Richard & Oliver, 2010). The term quality has been viewed contrarily by different scholars; for instance, Crosby (1996) described it as conformance to customers’ requirements. While Husnain and Akhtar (2015), on the other hand, viewed it as a thing which satisfies the customer’s wants.

Rust et al. (2010) viewed quality ‘as a distribution mechanism for pleasing the consumer and adds that quality is about how reliably a good or service delivered meets or satisfies the standards and needs of external and internal customers.’ The process of quality measurement is theoretical and how it is defined is subjective as the quality depends on one’s interpretation. Service quality may be seen as the notion that has triggered considerable interest and discourse in the literature due to the difficulty in both its definition and measurement with no overall consensus emerging on either (Wisniewski, 2011). Providing outstanding service efficiency is generally recognised as a vital market necessity (Voss, Roth, Rosenzweig, Blackmon & Chase, 2014; Vilares & Coehlo, 2013; Van der, Boselie & Hesselink, 2012). Aside from being a financial contribution; it is also a strategic tool that is crucial to commercial competitiveness and survival (Newman & Cowling, 2016).

Therefore, Parasuraman et al. (1985) established that the standard of service is a “global judgement, or attitude, relating to the superiority of a company’s service. In this case, business efficiency provides ‘the ultimate perception of the customer for the organisation’s relative inferiority/superiority and its programs.’ Service quality, therefore, for all service companies is a key to survival. Quality of service is seen by way of the type of attitude that represents an overall long-term appraisal. Maintaining the standard of service at a certain degree and enhancing the quality of service will be a lifetime commitment on the part of all businesses who desire lifelong happiness in the minds of their consumers (Cronin & Taylor, 2012).

Gronroos (1992) described service quality in this line of a proposition as difference between customers expectation (what they want) and consumer experience (what they get).’ Several scholars wrote about the importance of quality to service companies and showed their connection to profit, extended market share, return on investment (ROI), customer loyalty and future purchasing intention. Since then, service quality has become a significant differentiator and the most important competitive weapon for businesses to gain competitive edge (Berry et al., 1988). Companies then seek to achieve another advantage by maintaining the consistency of their offerings to be more competitive in the marketplace. Measuring the quality of products is simpler since metrics such as reliability and number of defects can be calculated objectively, but service quality is an abstract element.

According to Parasuraman et al. (1988), service quality has three characteristics that are specific to service which are, intangibility, heterogeneity, and inseparability of output and consumption. Consequently, they suggested that in the absence of objective measures, a proper assessment of a company’s service quality is to measure the perception of quality by consumers. Many services are inseparable from production and consumption; therefore, quality is not intended at production facilities. Service consistency occurs during service delivery during the relationship between a customer and the business. Three key concepts can be proposed from this view which are assumption that the quality of service is more difficult for customers to determine than the price of the products; perceptions of service quality resulting from comparing customer expectation with customers experience and that quality evaluation cannot be made solely on the outcome of a service but including the process(es) of service delivery (Parasuraman et al. 1985).

Thus, consumers can quickly decide whether to buy a product because of many tangible indicators that help them assess quality, such as style, packaging, colour, fit, mark, sound, etc. While there are fewer indicators with services that make it difficult for consumers to assess, and in many cases, the physical facilities, equipment, and personnel of the provider are like tangible proof. According to Gronroos (2004), there are two dimensions of service quality; technical and functional quality.

The technical quality has to do with the satisfaction derived by the customer from the service delivered. In this wise, the customer can measure satisfaction more objectively while in the case of functional quality, the subscribers have to consider the process of service delivery. Therefore,

the motive behind the behaviour of both the seller and the buyer during interaction is the main focus of this dimension of quality, that is, its measurement could be subjective as a result of how the service has been assessed by the customers, manner of approach of the person delivering the service, and how personnel manages inter-personal relationship that exists between them. Meanwhile, the expectations about the quality of a service rendered are the resultant effect of the provided services by the service provider which depends more on how well firms manage their previous dimensions (technical and functional quality).

To maintain a long-term presence in the marketplace, businesses need to establish a consumer-oriented approach to consumer service. For an enterprise, thus, a business quality measure is essential to compare consumer preferences with organisational performance. Quality of service is a calculation of the extent to which quality of service delivered matches consumers' expectations (Lewis & Booms, 2013). According to Berry et al. (1988), quality of service has become a significant differentiator and the most potent strategic resource that all service organisations would like to have. Service quality is the result of an appraisal process in which customers balance their perception of service with their knowledge of the service to be delivered (Gronroos, 1984; Parasuraman et al. 1985, 1988, 1994). Through providing high-quality service, service providers will create a competitive edge (Yoo & Park, 2017); the SERVQUAL model defines the quality of service which includes performance, sensitivity, health, empathy and measurable components (Yoo & Park, 2017).

Quality of service is a concept which various scholars have described differently. While having numerous meanings, the fact that the higher the standard of the service rendered, the higher the customer satisfaction level and expectations is a well-researched problem; hence, quality of service is a mere measurement of how customers expectations meets customer experience (Metters, King-Metters & Pullman, 2013). The main aim of the standard of service is to comply with the criteria set by customers resulting in satisfaction of the customers. It was proxied by five factors: empathy, reactivity, reliability, assurance and tangibility (Parasuraman *et al.*, 1988).

Conceptual and empirical researches indicated that service quality consist of three dimensions: product, environment and delivery (Rust and Richard, 2010), or quality delivered through interaction, physical environment, and outcome (Lee, 2010). Quality of service has many

dimensions, like the physical environment (Brady & Cronin., 2011). Quality of interaction shapes attitude, efficiency, and capability while the physical world is composed of uncontrollable circumstances, social influences, and product design. All these contribute to customer satisfaction.

Value of service is a multi-faceted concept with increasing scopes. A lot of work has been carried out in the last thirty-five years to verify these scopes (Lee, 2010). In specific, Grönroos' (1984) two-dimensional model, which classifies quality into two distinct divisions; viz, technological and functional quality. Technological refers to what is provided to the consumer while functional quality refers to the service delivery process. The Parasuraman's scale entailed score variations in expectations-perceptions measured on dimensions such as reliability of the product design, customers responsiveness, quality assurance,, customer empathy and product tangibility. (Metters et al. 2013).

Parasuraman et al. (1988) explained the perceived quality of service as “the consumer's perception of the beauty and design quality of a product,” thus checking the model. Parasuraman et al. (1995) conducted several studies in different sectors of the industry and expanded the SERVQUAL model to be a multi-item statistical method for quantifying the global assessment of the service level of a company's customers. Nonetheless, Cronin and Taylor (2012) postulated that the expected efficiency of the real activities and performance-related measurements is higher than perceptual measurements. Berry et al. (1988) buttressed the above opinion by describing service quality as what the customers want, whether it is right or not.

So, it can be assumed that previous studies have highlighted the fact that service quality is more of an attitude but cannot be viewed as being same as satisfaction, which is ordinarily seen as the result of comparison between expectations and outcomes. Consumers do not necessarily have to purchase goods or services that provide the highest quality rather, they can rate businesses on specific characteristics such as durability, comfort, competitive pricing and even their individual previous experiences (Bolton & Drew, 2014; Lee, 2010). Takeuchi (2013) opined that quality is such a significant attribute or trait of something that makes some difference in a product and stands it out in terms of competitive advantage. Quality of service is measured when the service consumer compares his service expectation with service experienced. Therefore, Fogli (2016) defined service

quality as ‘a collective view or mindset towards a specific service and the consumer’s general impression of the relative inferiority or dominance of the company and its services.

#### **2.1.1.2 After-Sale Service**

Peck, Adrian, Christopher and Clark (2011) observed that service delivery process is becoming an increasingly source of gaining competitive advantage in the current marketing environment. More and more companies have based their efforts in recent years on keeping existing customers, instead of gaining new ones. According to Kotler (2012), hiring a new customer is five times greater than the expense of making current customers happy. Gaiardelli, Saccani and Songini (2017) described after-sale service as those activities that take place after the product has been purchased and all actions that are dedicated to helping consumers in the use and disposal of the goods to gain their loyalty. According to Rigopoulou, Chaniotakis, Lymperopoulos & Siomkos (2018), after-sales services are often referred to as “product support service”, meaning all activities that support the product-centric transaction. Furthermore, as stated in Potluri and Hawariat (2010) the term “after sales service” has been approached in the literature under two broad perspective. On the one hand when referring to service providing companies, after-sales service are being treated as one among several supplementary service elements provided and at the other hand, when it comes to tangible goods, they are mostly seen as one or some of the relevant parties in the organisational activities of the supply chain.

Loomba (2018) is of the opinion that the main target of after-sales is to keep customers satisfied through trust, credibility and sense of security conveyed by the organisation, and building lasting relationships that contribute to increased performance for sustainable outcomes. Gaiardelli et al. (2017) said that an efficient after-sales service strategy is crucial for streamlining service management and meeting consumer needs, enabling customer’s satisfaction while still saving on the result and profit generation. Not only does outstanding service improve ties with consumers who still feel committed to a company but it can also defuse ill will that allows dissatisfied customer to spread negeative word-of-mouth about the company’s brand. According to Potluri and Hawariat (2010), after-sales service delivery is becoming increasingly important as companies do everything in their power to make a product or service more cost-effective, raise sales and profits, and satisfy consumers’ demand.

Nevertheless, many organisations are unaware of the after-sales service issues and their influence on customer satisfaction. Failure to understand the value of the factors may lead to a challenging and catastrophic business relationship. It may result in dissatisfied customer switching to a competitor or the company losing potential customer as result of adverse word-of-mouth. Every enterprise should, therefore, understand the objective and essence of providing after-sales service and enforce it to satisfy customers.

### **2.1.1.3 Information Sharing**

Members of business organisations at all levels share information in and out of the organisation. The department that is saddled with this job called the department of Corporate Service is strategic to the dissemination of information. Business organisations, at all levels, communicate with business colleagues, customers, shareholders and all other stakeholders such as the media and other members of the public daily, because information is power. No organisation can function adequately or reach its goals without a sound system of information communication. Business organisation stands to gain by sharing information and by communicating effectively with its customers. Efficient and effective contact with consumers through the company saves time and money and it is even a cheaper avenue to retain existing customers and attract (Mohr & Nevin, 2014). More useful business decisions are taken after communicating with customers because customers share their view on a product or service aspirations.

Information sharing is a successful tool for problem-solving, improve customers' complaints, and allay their anxiety and fears. Mohr and Nevin (2014) defined information sharing as a two-way process whereby messages were sent from one person called 'the sender' via a channel to another called 'the receiver' who in turn provide feedback. Information is shared in the telecommunications industry via text messages, interactions, internet, advertisement and any other machine-related interactive means before, during and after transaction to ensure continuous customer's patronage. Information shared appropriately, supportively, positively, valuably and simply is the one that customers can equally take the plus of; interpret the data and takes advantage of those opportunities offered by the service provider properly. Duncan and Moriarty (2015) viewed information sharing as a procedure for handling customer relationship that drives brand

value. Information sharing is believed to directly affect building long-term and enduring relationships with stakeholders of an organisation.

#### **2.1.1.4 Mutual Trust**

Trust is the name of confidence, assurance and belief which customer attached with some organisation product or service (Muhammad, Kashif & Saleem, 2015). Trust is a relation in which an individual connects an idea with. Trust could be between organisation and employee, individual with organisation product or service. Trust is mutual, that is, organisations create productive relationships which at the end lead to long-term benefit (Leonidou, Talias & Leonidou, 2018). Also, Muhammad *et al.*, (2015) submitted that trust implies confidence and belief which customer attaches with some business organisation and consider as what that organisation should deliver. Trust is a relationship that connects the customers with the company. The roles that trust plays cannot be overemphasised. Trust development is more suitable when considering long-term relationship and continued patronage. A trustworthy relationship is more suitable to influence repeat purchase. Customers' satisfaction ultimately increases the trust of customers in the company's product or service. Customers trust more on highly reputable organisation, and business organisation needs more emphasis to correspond business organisation's core distinctive competence more than the product feature or characteristics (Keh & Xie, 2012).

Trust is viewed to be a phenomenon that exists between a business organisation and its customers to be able to go along in their business dealings. Building trust enhances trading when business and customer's relationship is taken into consideration (Wirtz & Lihotzky, 2012). In the view of Macintosh, (2019), he suggested that customer's awareness and knowledge of the service provider will aid mutual trust, which is significantly influenced by rapport construction. In other words, a satisfactory relationship brings customer trustworthiness (Miyamoto & Rexha, 2014). Customers' confidence is expressed by buying a product or service, and that customer trust have direct relationship with customers' loyalty (Ribbink, Liljander & Streukens, 2015). Ordinarily, in business relationship, consumers trust is gained when trustworthy branded item placed in a trusted and admirable environment is sold by a trustworthy organisation.

Mustapha (2015) opined that trust significantly affects consumers' patronage if the level of trust rises on a particular vendor, then loyalty and patronage would also increase. Rauyruen and Miller

(2017) insisted that organizational success was much easier when customers were loyal and that loyalty offered retention benefits in the form of continuous attachment of the customer to the organization service or product (Kandampully & Duddy, 2012). Trust is among the good predictors for continued patronage of customers (Reichheld & Detrick 2013; Husnain & Akhtar 2015). It is, however, a vital dimension of the business relationship and a significant variable in relationship management modelling (Morgan & Knights, 2004; Husnain & Akhtar, 2015).

Chattananon, Supparerkchaisakul & Leelayouthayothin, (2013) described trust as faith or assurance, belief in a particular cause, action or project. As far as relationship management is concerned, trust could be described as an aspect of business relationship that sets the level for which each party believes and can depend on the integrity of the promise offered by the other. Generally, trust indicates the highest degree of assurances among business partners, be it service providers and service subscribers, hence, it promotes and encourages the chances of customers continuous patronage and long-term duration of the relationship between parties (Rensburg & Cant, 2015). In this context, trust connotes the basis on which any relationship stands or falls because customers are not likely to be loyal to those firms who cannot be trusted in the market place (Rensburg & Cant, 2015).

Gronroos (1998) asserted that the greatest asset of every seller is trust. It is also his/her human capital, integrity capital and capacity capital and equipment which should be used in such a way that the customer can be assured in the general interest of the firm for the attainment of its goals in other to ensure that it guides, protects, nurtures and sustains it with the view to strengthening the organisational position in the competitive business world (Gronroos, 1998). In the extant literature, different scholars have subscribed to the essentiality of trust when customers' patronage is on the focus (Johnson & Grayson, 2015; Ogbojafor *et al.*, 2014).

### **2.1.2 Customer Patronage**

The term “customer patronage” conferring to the Concise Oxford English Dictionary (2008) means an individual or object that consumes or uses something or a user that buys goods or services for personal consumption repeatedly. Consumer patronage and loyalty may be used interchangeably in the sense of this study because client patronage precedes loyalty. Patronage and loyalty have a good connection. Patronage is burned out of a desire to contribute to a company based either on

the quality of service or assumed qualities of service. Hence, the degree to which a customer patronises the network provider's services is a reflection of how the audience evaluates the organisation's physical environment (servicescape) and how the customer also thinks and feels that the service environment's situation is compatible with his/her personality. Customer patronage is, according to Reichheld and Detrick (2013), the unit of purchase made by a buyer and the volume of sales captured by a company. Egan (2011) argued that consumer patronage is the act of constantly or frequently bargaining for the purchase of a company's product or service. It is identified on frequent occasions through the purchase of products or services and interaction over the period.

Lee (2010) observed that without a strong track record of contacts and repeat of purchases, a buyer is not yet a customer. Customer is the hub and life wire of any business and commonly described and referred to as the '*king*' of the business. Therefore, without customers, there can be no business. Thus, Fogli (2012), as cited by Fogli (2016) asserted that the purpose of every business organisation is to create value by maintaining a good relationship with customers. Therefore, satisfying them in the course of socio-economic interaction is the justification for a firm's existence. In the 21st century, telecommunications business often faces stiff competition for customers in order to increase their market share. The success of all of these network providers to accomplish their stated goals depends on their ability to innovate products (services) that suit their target customers' needs and expectations better than their competitors. The quality of service and distribution approaches should also be enhanced when searching for new ways to attract and keep their customers regularly. The importance of regular customer patronage is that a rise in sales volume can eventually and substantially affect the company's profitability level (Wirtz & Lihotzky, 2012).

### **2.1.2.1 Customer Satisfaction**

Customer satisfaction is the product of a customer's perception of the service quality (Heskett et al., 1990) relative to expectation (Zeithaml et al., 1990). Looy, et al. (2017) defined customer satisfaction as the consumer's sense of disparity between his or her expectations of a firm, product or service and the actual effects of the firm, product or service. Both service management and marketing research indicated that there is a strong relationship between customer satisfaction,

customer behavioural preferences (e.g. swapping and word-of-mouth) and successful profitability (Yi 2010). By enhancing the efficiency of product and service attributes, the level of customer satisfaction should increase (Mittal, William and Patrick, 2018; Wittink and Bayer, 2016), which in turn leads to higher customer satisfaction and retention (Zeithaml et al., 2016; Anderson 2008). Increased consumer satisfaction thus creates more benefits (Anderson & Mittal, 2010).

Customer satisfaction has been identified as an aggregate measure of service quality attributes, or service attributes results (Fornell et al., 2016; Johnson and Fornell, 2011; Boulding, Kalra, Staelin & Zeithaml, 1993). Several studies discussed the relationship between two constructs of service attribute performance and overall customer satisfaction (Anderson & Sullivan, 1993; Mittal et al., 2018; Oliva and Kallenberg, 2013; Oliver, 2018). It is argued that relationship is nonlinear and asymmetric for most cases. More importantly, there is a clear and strong relationship between service quality dimensions and customer satisfaction (Oliver, 2013; Yi, 2010; Rust *et al.*, 1994; Bearden, Money & Nevins, 2006).

### **2.1.2.2 Customer Retention**

According to Oliver (2013), retention represents a coordinated initiative to minimise or eliminate problems. The retention process is to understand consumer needs and taking specific actions to meet the needs. The preservation of consumers is the activity in which a selling organisation reduces customer defects. A company begins with a customer and maintains a partnership for good customer retention over its entire lifespan. A company can draw new customers and retain existing ones. It is not only linked to its goods or services but also to how it represents its future customers and generates a market-wide brand identity (Oliver, 2013).

Customer retention is much more than just giving the consumer what they anticipate; it is about giving more than their expectations to become loyal customers for their company. Customer loyalty prioritise 'customer value' over profit maximisation strategies (Greenberg, 2001). Customer retention is a strategic mechanism that maintains or preserves current customers and does not encourage them to converge or migrate for business with other suppliers or organisations, and this is only feasible if a quality relationship exists between customer and supplier. Generally, a consumer is likely to stick to one product or service over another brand or company as far as his

basic needs are continued to be met appropriately. The more you retain your customers, the higher the opportunity for market growth (Elmayar, 2011).

### **2.1.2.3 Brand Preference**

During the last few years, brands have increased in importance. Branding is a distinctive tool of corporate goods or services. The theme, or combination of themes that can be associated to brands, such as the trademark, logo, name, identity, image, personality, value and evolving entity, create brand (De Chernatony & Riley, 2008). Marketing is generally defined as a consumer-based system that permeates organisational roles and processes, balancing company objectives and customer satisfaction. Branding is a marketing technique which is viewed as necessary for both the business and the customer. Brands are essential and invaluable tools for businesses, a defining tool that establishes a long-term relationship with customers and preserves their interests (Kotler, 2012). For consumers, brands reflect their experience and knowledge; simplifying the processing of information accumulated over time about the company and its products or brands. Brands, therefore, serve as cues for high-quality products with low perceived risk, allowing consumers to catch both cognitive and non-cognitive values reflected in the positive feelings or self-expression felt (Aaker, 2016; Kotler, 2012). What customers expect from the brand is critical for influencing their tastes and choices. For this reason, companies must develop their brands based on the brand's expectations of customers.

Various disciplines, such as economics (e.g. Samuels, 2008), psychology (e.g. Albanese, 2007), and sociology (e.g. Tomer, 2006), have considered the notion of preference. But within these disciplines, there is no generally accepted concept of favourites. Economists, for example, say that priorities are exogenous, stable, understood with adequate precision, and exposed through choice behaviour (March, 2008). The economic view of preference has been criticised for assuming the stability and endogeneity of preferences. The tastes of a person are not permanent (Albanian, 2007), and can be either exogenous or endogenous (Samuels, 2008). Also, psychologist refer to preference as individual attitude towards a set of objects, typically reflected in an explicit decision-making process (Lichtenstein & Slovic, 2016). In the same vein, psychologist view has been criticized because preference is not necessarily stable over time (Scherer, 2015). The idea of preference in marketing signifies the desirability or choice among substitutes (Oliver & Swan,

2009). While Zajonc and Markus (2012) suggested that preference is a behavioural tendency that shows itself not so much in what the user feels or says about the object but in how he responds towards it. Tomer (2006) distinguishes between four types of consumer preferences; the actual preference, which is degree to which the buyer appreciates and develops the capacity to use certain goods. Meta-preferences are one's preferences about actual preferences that reflect the normative judgements of the higher order self (meta-self). True preferences are unique set representing what is really and truly the best for the person. Finally, unconstrained preferences are those that satisfy the lower or physical needs. The individual's preferences are determined by his/her actual preferences that reflect the meta-preferences and unconstrained preferences.

D'Souza and Rao, (2015) described brand preference as the consumer's predisposition toward a brand that varies depending on the salient beliefs that are activated at a given time. Wu (2011) concluded that the preferred brand is the one chosen by the consumer among many brands of the same quality available. Hellier, Geursen, Carr and Rickard (2013) said, it is the degree to which a customer prefers one brand over another while Anselmsson, Johansson and Persson (2018) regarded it as the number of unique assets obtained by customers and calculated by the brand strength experienced by the customer. In the words of Chang and Liu (2009), brand preference is the consumer biasness toward a particular brand.

Brand preference is created by the distinction and comparison between various brand's alternatives perceived by them and the distinct assessment of other options resulting in an inclination towards a particular brand. Hsee et al. (2009) saw brand preference as the consumer's susceptibility toward the brand is reflected by affective, cognitive, and behavioural responses by differentiating between two forms of brand preferences; the liking preferences indicating hedonic responses to the brand and the revealed preferences or the choice representing behavioural responses toward the brand.

#### **2.1.2.4 Customer Loyalty**

In the view of Egan (2011), customer loyalty indicates that customers are committed to buying a particular provider's products and/or services and will avoid the actions of rivals trying to subvert their patronage. He further encapsulated the term loyalty as the biased behavioural response articulated over time by consumers to one supplier out of several suppliers that is a feature of decision-making and assessment process resulting in brand or store commitment. Peppers and

Rogers (2008) approached consumer loyalty from two separate ways: behavioural and attitudinal. The attitudinal definition of loyalty implies that loyalty is a state of mind. Consumers are loyal to a brand or company if they have a positive, preferential attitude towards it. They like the firm, its products or its brands and prefer buying from it, rather than from the competitors of the company. It is believed that the majority of customers are faithful to their preferred service provider and have a positive ongoing relationship that is satisfying and enduring. Any corporation that wants to increase customer loyalty in attitudinal terms will focus on improving its product, image or other elements of user experience. Within the concept of behaviour, loyalty is not the cause but the outcome of the preferred brand. A company that wants to increase consumer loyalty should concentrate on whatever tactics that can improve repurchase behaviour.

Zaayman, (2003) reflected that loyalty must be seen as a biased conduct of repeated purchase, or repeated patronage followed by a favourable attitude. Upon receiving a customer's order, many businesses tend to focus on searching for new customers. They do not know the significance of preserving and improving relationships with their existing customers, i.e. there is too little emphasis on repeat purchase generation. Thus, relationship management aims to turn new customers into regularly purchasing customers and push them gradually to be great organizational advocates. Statistics suggest that Nigerian service providers have been very effective in building, improving and sustaining relationships with their customers (Adegoke, *et.al*, 2017).

Developing customer loyalty is about making sure that current customers stay loyal by giving them more incentives to remain loyal. Foss and Stones (2010) maintained that most loyalty experts will agree that loyalty is better described as a state of mind, a collection of behaviours, values, desires, etc. They further clarified that there is a degree of loyalty. Some customers are very loyal, some less so. Loyalty is therefore built through approaches which develop and reinforce a positive state of mind. The goal is not to make all customers loyal but to boost the loyalty of those customers who are most willing to respond. It means both parties should be committed, trustworthy and demonstrate stability in the relationship. According to Peppers and Rogers (2004), commitment is the belief that the importance of a relationship with another is so significant as to warrant effort at maintaining it. Commitment is seen as extremely essential in developing consumer relationships. Morgan and Hunt (1994) submitted that 'the presence of commitment and relationships trust is

central to successful relationship management. Commitment and trust lead directly to cooperative behaviours that are conducive to successful relationship management.

### **2.1.3 Service Quality and Customer Patronage**

Quality of service has been found to influence customer loyalty and help companies as it increases customer retention rates (Nsiah & Mensah, 2014). It greatly influences customers' perception of a brand as he/she makes assessment of overall quality of a brand as compared to its competitors (Aaker, 2014; Yousif, 2012; Jain, Pant & Daswani, 2012). As Zeithaml et al. (2003) pointed out, the two dimensions of service quality are what a consumer receives, namely technical quality and functional quality, and how a service is conducted or delivered sequentially. Zeithaml et al., (2003) also noted that quality, consumer value, and customer-perceived satisfaction are central to the success of market competition for manufacturers and service providers.

Besides, (Kumar, 2011) established a relationship between customer service and customer patronage in the telecommunication industry in Indian. Zeithaml, et al. (2011) also developed a conceptual model of service quality that states that service quality affects various behaviours that show whether consumers will stay loyal to or desert an organization. Kuo, Wu & Deng, (2009) argued that service quality 'is the consumer's estimation of the superiority or value of a product or service.' They further showed that the service quality model was conceptualized as a distinction between perceptions and expectation. The model consists of five distinct dimensions: tangibles, reliability, responsiveness, assurance and empathy. Also, Kuo, *et al.*, (2009) found out that service quality is positively related to customer loyalty. That is, behavioural intentions such as repurchase intentions, recommending a provider, and switching resistance hinge on service quality. Kumar (2011) concluded that service quality do not only attracts new customers away from competitors but also induces customer's repurchase intentions.

Quality is conformity with demands and comparison of perceived performance and expected performance (Crosby, 1996 & Kang, 2016). Service quality is the overall perception of the relative inferiority/superiority of an organization and its service (Bitner, Booms & Tetreault, 1990). The ability of the firm to build and maintain a competitive advantage is based on the service provider's high level of service quality (Yoo & Park, 2017). Therefore, providing consistently high quality of service will also distinguish one GSM provider from another.

Simon, Seigyoung and Karen (2005) identified that as customer-organization relationships deepen; consumers increase their expertise in the firm's product line and industry and develop increased switching costs. Technical service quality is hypothesized to be a more important determinant of customer loyalty than functional service quality as expertise increases. Both technical and functional service quality are hypothesized to have a reduced relationship with customer loyalty as perceived switching costs increase. Three-way interactions between the main effects of service quality, customer expertise, and perceived switching costs yield additional insight into the change in relative importance of technical and functional service quality in customers' decision to be loyal. They concluded that some relationships exist between service quality and customer patronage. In addition, Kumar (2011) found that service quality has a direct and positive effect on customer repurchase intentions.

High service quality enhances customers' favourable behavioural intentions while simultaneously reduces their unfavourable intentions (Zeithaml et al., 2011). The result of the above analysis is that GSM customers are attracted to high quality of service and have an increased propensity to remain longer with their GSM service provider if happy and fulfilled. Empirical studies have shown strong relationship between service quality and consumer patronage on the one hand, and service quality and customer loyalty, on the other, in a wide range of industries. For instance, Yoo and Park (2017) revealed that service quality in the Turkish Metropolitan Retail market would influence repurchase behaviour.

Turel and Serenko (2006) considered the perceived level of service and future benefit to be the critical building blocks shaping mobile customer satisfaction. In turn, customer loyalty contributes to satisfaction. Zeithaml et al. (2016) develop a conceptual model that brings service quality, customer satisfaction and customer loyalty together. The model shows service quality is based on performance, consistency, flexibility, empathy and tangibility. Service quality determines efficiency, flexibility, reliability, empathy and measurability (Parasuraman et al., 1985).

Kuo et al. (2009) argued that the relationship between service quality and customer satisfaction is positive. It can also be inferred that service quality is one of the main variables relationship management used by service provider for ensuring repeated purchase. The quality of service is, therefore, a significant factor in determining the value of the product. A company's product can be

easily compared to another, and a vast number of businesses offer products or services quite similar. With this in mind, one of the most critical factors for the survival of a company is the quality of the service given and the interaction enjoyed by the customer. Companies now recognize that they can more effectively lock consumers by identifying their needs and ensuring that their expectation is met (Kale, 2004).

A supplier's reputation for quality service attracts potential customers and spurs existing customers for repurchase. Good service additionally provides market competitiveness (Hartley, 1989). Customer service can produce customer behaviours that can indicate whether a customer will remain with or defect from an organization (Zeithaml et al., 2016). The high degree of rivalry amongst service providers in Nigeria necessitated the implementation of various customer support strategies to attract and retain customers. Service level performance should increase customer satisfaction and minimize the change between service providers as well as between them (Oyeniya & Joachim, 2018).

The dimensions of quality of service vary from industry to industry. In telecommunication industry, consumer patronage occurs when the network efficiency is satisfactory and there are small rates of call failure (Jahanzeb, Tasneem & Khan, 2011). According to Fornell (2011), high-service efficiency leads to a high degree of customer satisfaction that can increase profitability. The perceived standard of service is strongly related to the willingness to buy back, recommendation and resistance to attractive and other alternatives. (Buzzell & Gale, 2017; Oyeniya & Joachim, 2018).

#### **2.1.4 After-sales Service and Customer Patronage**

Each business attempts to differentiate itself in the market by offering value-added services that fulfil customers' needs and wishes (Lomba, 2016). After-sales services are essential to consumer loyalty and retention (Choudhary, Akhter, Asif, Choudhry, Siddique and Mughal, 2011). Rigopoulou, Chaniotakis, Lymperopoulos and Siomkos (2018) study reported that after-sales service quality has a positive impact on perceived value, behavioural intent and customer satisfaction. After-sales service has been discussed under two major perspectives in literature. firstly, in the context of a service providing organizations, it is taken as one of the supplementary services among some complementary services offered to the customer (Oliva & Kallenberg, 2003)

and secondly, in the context of tangible goods producer, it is treated as operative activities by a few or all distribution channels (Gaiardelli, Saccani, & Songini, 2006). These include delivery process, installation, product warranty, prompt customer complaint response, product-related assistance or training, and repair service (Gaiardelli et al., 2016). After-sales service is a vital tool to earn customer repurchase intention (Nasir, Mushtaq, & Rizwan, 2014). A business can build, retain and enhance consumer loyalty by offering excellent after-sales services such as prompt customer complaint response, replacing the defective good or making a full refund if the customer is not satisfied with the products or service (Nasir et al., 2014).

Maintenance and repair are also an integral part of after-sales support or service (Loomba, 2018). One approach to get fast consumer feedback is to offer loaner product, especially in the breakdown incident, where possible (Loomba, 2016). Maintenance problems should be resolved before any failure happens (Fites, 2015). The best solution for organisations, however, is to provide facility for repairing and/or restoration of goods and/or services (Lele & Karmarkar, 2013). Another critical aspect of the post-sales operation or customer care is upgrading. This offers a chance for the consumers to improve the performance of the existing product (Cespedes, 2015). Moreover, online/telephone assistance is nowadays also the main feature of after-sales operation in different businesses especially in the telecommunication industry where service specialists give telephone/online support or guideline to the consumers (Armistead & Clark, 2012). Therefore, if an issue is solved electronically, the expense is too low than a product or service specialist's (i.e., an engineer or lineman) visit to the buyer's location. Nevertheless, online/telephone help generally is required more in software-related-products or services (Armistead & Clark, 2012). Many organizations, for example, have started investing valuable assets in phone/online centres (i.e., online customer care centres) (Dubashi, 2012).

The primary goal of every company is to satisfy its current customers and attract new customers. In this respect, after-sales service activities contribute significantly to customer satisfaction; it is given to the buyer by the seller after selling the product or service (Murali, Pugazhendhi and Muralidbaran, 2016). Building superior customer service is the secret to establishing a long-term relationship and increasing customer loyalty (Yuen & Chan, 2010). After-sales service, personal interaction, problem-solving, and promotion activities have a positive relationship with continuous patronage and loyalty (Yuen & Chan, 2010). Maghsoudlou, Mehrani, and Azma (2014) found a

clear link between after-sales services and patronage. The quality of after-sales service according to Nemati, Khan & Iftikhar, (2010) is a primary factor in influencing the customer purchasing decision. This is also called "field service," "after-sales support," "technical support" or just after-sales service (Agnihotri, Sivasubramaniam, & Simmons, 2012; Goffin & New, 2011; Simmons, 2011).

Oliver (2017) suggested a framework for confirmation of customer satisfaction which is widely used in marketing today. Upon receiving the product or service, it describes the difference between consumer expectation and experience. Consumer satisfaction is thus considered as one of the essential elements for improving the intent of customer repurchase and for building a lifelong marketing relationship with the consumer (Bai, Law & Wen, 2018; Erevelles & Leavitt, 2012; Kim, Ma & Kim, 2016; Lee, Lee, Lee, & Babin, 2018; McQuitty, Finn & Wiley, 2010; Morgan, Attaway and Griffin, 2016).

### **2.1.5 Information Sharing and Customer Patronage**

It is essential to acknowledge the role of information sharing in building relationship between various parties in the organisation and its stakeholders (Rensburg & Cant, 2015). Schultz (2015) believed that information sharing creates good rapport, brings empathy and promotes dialogue. Relationship and information sharing habit established by the organisation with their customers make them outstanding. Information sharing is essential elements of customer patronage. Therefore, business organisations have to adjust to the means of communicating desires or choices by customers in order to express their feelings, hopes, desires, needs, wants and aspirations. This is the management of the relationship at its best (Schultz, 2015). Morgan and Hunt (2016) postulated that trust exists when information is shared, and values are communicated or passed across to customers.

Information sharing has a significant impact on the loyalty, brand preference and trust of the consumers. Relationship management strategy of sharing information entails communication effort which could be a two-way approach or multi-way communication process. Still, those efforts should result to producing feedback that will create interaction among parties. Therefore, if the management of the relationship is to be effective, there should be an alignment or collaboration

among all stakeholders continuously. Continuous changes in long-term mutually satisfying relationship with both parties include sharing of information.

In Nigeria, telecom service subscribers dissatisfied service subscribers are on the increase; hence, it was necessary to evaluate strategies to improve customer relationship management in which is now the precursor to a sustainable long-term relationship. The vision and mission of a business are to sustain superior performance and differentiate the business from competitors. This had always been the result of quality relationship with customers. Thibaut and Kelley (1978) recognized that through information sharing, exchanging parties come to understand better, the outcomes of their mutual behaviours. Clopton (1984) noted that more open information sharing (as reflected in integrative bargaining) leads to jointly optimal outcomes. Likewise, Williamson (2018) claimed that business loss is more likely when information sharing is impaired (and not exchanged between the parties). Macneil (2013) suggested that free exchange of confidential information is a characteristic of effective relational exchange.

The ideas underlying information exchange are related closely to the concept of communication, which is central to channel performance in Mohr & Nevin's (2004) work while for Morgan and Hunt (1994), it is a prerequisite for building trust. Finally, Anderson and Weitz (1992) found that open sharing of information leads to increased commitment in a relationship with resultant effect of a customer is being loyal to a particular supplier. The existence of related constructs across these studies testify to the importance of the concept.

Information sharing is conceptualized as organizations' ability to share organizational-specific knowledge that can be used to help develop and sustain customer patronage. Using customer-focused individual relationship systems, organizations can position their firms to achieve strategic advantage (Campbell 2013). Focused customer knowledge may help create personalized goods and services which are goods or services that fulfil consumer demand (Spekman & Carraway, 2016).

Sharing information is a critical aspect when creating loyalty in a partnership as this type of company-customer connection may provide context for corporate objectives, strategies, and policies. Kashyap and Sivadas (2012) further declared the desire of loyal customers to continue their relationship with the company. Such relationships are merely an emotion of solidarity and

unity among customers which, over time, resulted in shared information becoming even more cordial between the company and the customer. Sharing information will contribute to improve product's quality (Croson & Donohue, 2016).

Modern consumers are more intensive than ever and expected to pay the lowest possible price for the highest quality possible (Zhou & Benton, 2017; Yao, Kholi, Sherer & Cederlund, 2013). Customers are interested in getting defect-free products (Schultz, (2015). It means that companies must ensure that they obtain information about consumer's needs so that they can adjust their products to meet fast-changing consumer demands (Schultz, 2015). Engagement, coordination and collaboration between suppliers, distributors and retailers are required to meet changing customer expectations (Blatterberg & Deighton, 2015).

When companies fail to produce goods and services that meet their customers' requirements, consumers are worried (Peppers & Rogers, 2004). Organizations employ strategies that allow customers to divulge information about their products which then enable the firm to deliver a product that meets the product requirements of the customers, and the consumer will then feel obliged to purchase the product offered to him (Ryals & Payne, 2011). In order to ensure that customers purchase more, organisations have to be committed and consistent with what they have already done right (Ryals & Payne, 2011). Organisations employ information systems to collaborate with their customers in order to offer the best services to them. These enable organisations to reduce prices, save time and ensure on time availability of the products (Lee, et al., 2010; Yao, Kholi, Sherer & Cederlund, 2013; O'Malley & Mitussis 2012; Reinartz & Chung, 2009; Ryals & Payne, 2011).

#### **2.1.6 Trust and Customer's Patronage**

From previous studies, it is evident that we may conclude that the benevolence dimension of trust is high when considering customer patronage and that it assists continuous customer loyalty. At first, it was argued that because customer patronage is essential and has been given priority in many business organizations. Secondly, trust is a critical success factor because; it assumes a strategic position, especially in a mature and robust market, most notably the telecommunication market. It is expected that if trust increases, then, it would have a direct positive effect on consumers' continuous patronage. Trust is another name for confidence and belief which

customers attaches to some organization and considers what services to be delivered should look like (Cronin & Taylor, 2012). Trust is essentially a relationship tool that binds the consumer to the business. The higher degree of confidence (trust) in international and multicultural organizations establishes fruitful partnerships that eventually produce long-term organizational benefits (Leonidou, Talias & Leonidou, 2018).

Trust development is more suitable to trade when considering consumer market (Wirtz & Lihotzky, 2012). Even in store, salesperson behaviour influences more to build trustworthy relationships (Swan, Bowers & Richardson, 1999). Sales effectiveness ultimately increases the trust of customer (Johnson & Grayson, 2005). Salesperson behaviour plays a vital role in trust building (Pappas & Flaherty, 2008). In the end, efficiency in sales increases customer confidence (Johnson & Grayson, 2015). Salesman behaviour plays a crucial role in gaining trust (Pappas & Flaherty, 2018).

Many researchers such as Pappas & Flaherty, (2018) and Swan, Bowers & Richardson, (2012) found that consumer trust is often influenced by salesperson behaviour. Customers have more faith in the highly trustworthy organization, and thus, marketing organization needs more emphasis to correspond organizational distinctiveness more than the product features (Keh & Xie, 2012). It is also found that the offer attributes and supports from staff at any dynamic condition create a sense of trustworthiness (Ruyter, Moorman & Lemmink, 2011). Macintosh (2019) indicated that the understanding and information element with the service provider would improve consumer trust, which is greatly affected by relationship building.

Trust has a direct relation to loyalty; in the service sector, the dimension of trust between its supplier and its consumer is involved. Consumer trust is a way of purchasing a product or service and that consumer's trust has a strong relationship customer loyalty (Ribbink, Liljander & Streukens, 2015). Usually, consumer confidence improves when the trustworthy advertised item is put in the respectable atmosphere of trust and is sold by a worthy person. Customer confidence increases his/her loyalty (Guenzi, Johnson & Castaldo, 2019). When the customer has faith in a company's services and products, that leads to customer loyalty (Ribbink, Liljander, & Streukens, 2015). Many predictors determine customer loyalty, but what determines customer patronage is crucial to the position of trust.

Besides, Rauyruen and Miller (2017) believed that trust has a more significant effect on loyalty as their study showed that if the level of trust on the part of the supplier is higher, then loyalty would increase. The consumer would want to sustain the relationship level with the supplier. Essentially, organizational performance becomes much simpler when the customer is loyal, and that loyalty provides the advantage of retention, in the form of the customer's continued patronage to the company (Kandampully & Duddy, 2012). Majority of organizations take customer satisfaction into account when planning their priorities and strategies. Marketer across the globe agreed that it is not enough to get the customer, but customer continuous patronage is the real game. Trust plays a crucial role in that vital function.

Loyalty to the consumer creates a platform where the consumer can stick with the company for full time and create long-term benefits. Loyalty is simply an inspiring term for the company's products or services. Loyalty is helpful for the company to boost its market share even because it makes it easier for the consumer to buy a correct product and decrease post purchase dissonance (Duffy, 2013). The distinction is a vast area of research that involves consumer interest and ease, it also increases the degree of loyalty when contemplating the item that leans on consumer over the electronic network (Souitaris & Balabanis, 2017). The building of customer relationships is the critical aspect of discovering, creating and preserving customer loyalty (Wong, Chan, Ngai & Oswald, 2019). Customisation, concern, privacy, security and several other factors improve customer loyalty (Srinivasan, Anderson & Ponnaolu, 2012).

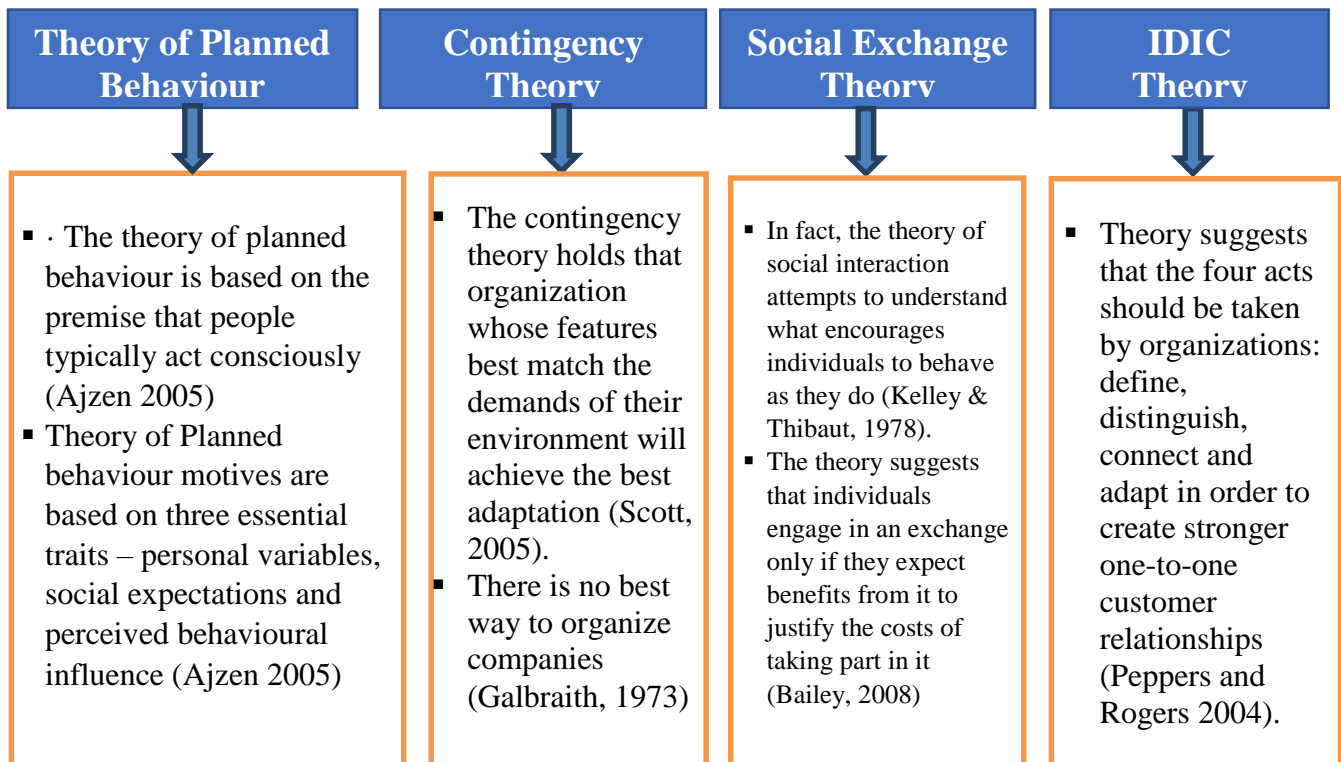
Worldwide, consumer retention is a pressing problem; in this sense, trustworthy customers make it easier for the company to accomplish its core objective, even though the company is concerned with profit-making or non-profit making. Also, retaining more customers by satisfying and meeting their expectations timely, it allows the company to keep them for continuous repurchase (Gee, Coates, & Nicholson, 2018). From mid-1990, customer retention for the researchers is a very favourite topic. Some businesses who know about the importance of customer retention engage in it even out of their income because customer retention offers the company long-term benefits in return, which is why it is not only the larger corporations that pay attention to consumer retention but small businesses as well (Ang & Buttle, 2016).

The dimension of delivery charges influences customer retention the more, and empirical evidence suggests that customer-specific behaviour can increase when these charges are equal to their expectation (Lewis, 2016). When investigating the gap between consumer and producers, study shows that when producer add reasonable price guarantee to the product guarantee, it increases customer retention (Morgan & Hunt, 2016). It is found that retention behaviour plays a significant role in customer retention and this behaviour is the product relief understanding or complexity of remaining with the organisation (Guo, Xiao & Tang, 2017).

## 2.2 Theoretical Review

This section looks at the theoretical foundations from which this work was approached. Four (4) theories are explored viz: theory of planned behaviour, contingency theory, social exchange theory and the identify, differentiate, interact and customise (IDIC) theory. The fundamental concept of each theory, and relationship management linkages, their critiques and relevance to the current study were considered.

**Figure 2-1: The Theoretical Framework**



**Source:** Researcher’s Conceptualisation (2020)

## **2.2.1. Theory of Planned Behaviour**

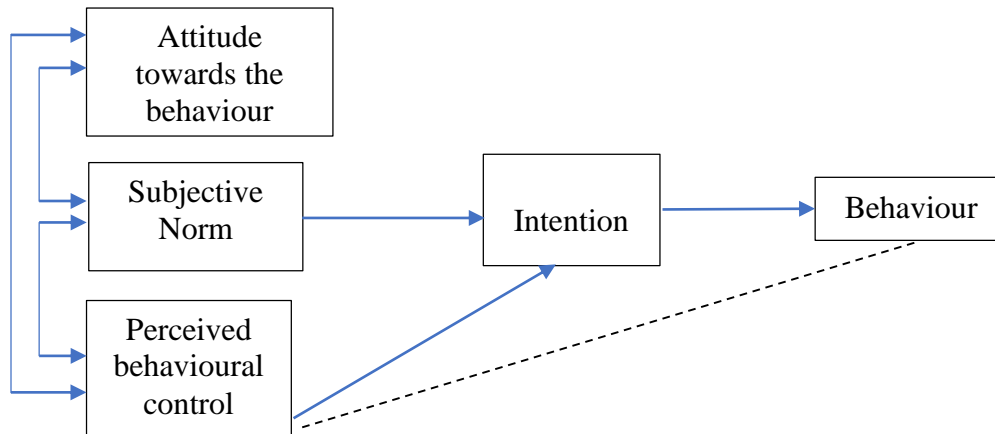
### **2.2.1.1 General Overview**

Over the past three decades, the Theory of Planned Behaviour (TPB) which is an expansion of the Theory of Reasoned Action (TRA), has been the dominant theoretical approach to guide research on behaviour for the past three decades. The theory has gained prominence amongst scholars, researchers, students, professionals and policymakers alike (Ajzen, 1985; Fishbein & Ajzen, 1975).

The theory of planned behaviour was premised on the assumption that humans usually behave in a conscious manner. They take into account the knowledge available and consider the consequences of their behaviour indirectly or explicitly (Ajzen 2005). Ajzen (2005) referred, among other studies, to several individual meta-analyses performed by Notani (1998), Armitage and Conner (2001), and Sheeran (2002), to prove that the associations between intention and actions are typically significant. Hence, he postulated the following that when people have influence over performance of a behaviour, they appear to behave according to their expectations.

Intentions are a function of three fundamental determinants according to the TPB. One is personal, one reflects the social influence and social pressure, and the third is about control issues. The personal factor is the individual's attitude toward the behaviour. This attitude is the individual's positive or negative evaluation of performing the particular behaviour of interest. The second determinant of intention is subjective norm, consisting of the person's perception of social pressure to perform or not perform the behaviour under consideration. Finally, the last determinant of intention is the sense of self-efficacy or ability to perform the behaviour of interest, termed perceived behavioural control.

**Figure 2.2: Intention Determinants**



*Source: Adapted Icek Ajzen, University of Massachusetts (1992)*

To summarize the essence of the planned behaviour theory, people expect to perform a behaviour when evaluating it favourably, when feeling social pressure to do it, and when they feel they have the resources and incentives to do so (Ajzen, 2005). These three determinants are not always equally important, as attitudinal considerations are more vital for some intentions than normative considerations, while for others, it is vice versa. The importance of perceived behavioural influence often differs according to behaviour. In some cases, it takes only two determinants to explain the purpose, while in others, all three factors are significant. Even the relative weights of the three factors will differ from person to person, or from one population to another, according to Ajzen (2005).

### **2.2.1.2 Perceived Behavioural Control**

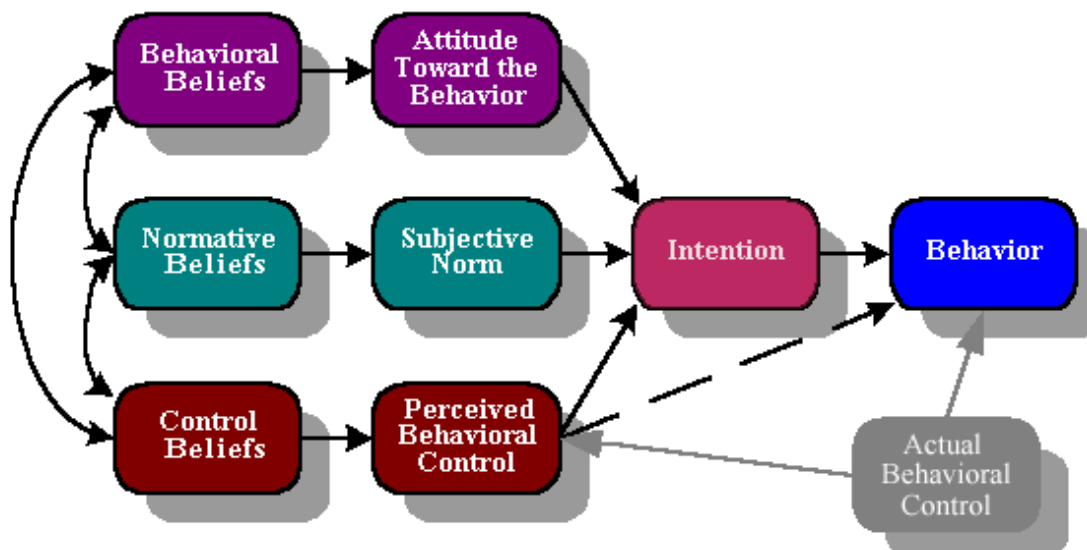
The success of any actions can be affected by personal shortcomings and external obstacles. These factors reflect the actual influence of individuals or their lack of control over a behaviour. Considering the ubiquity of the question, it is better to view a behavioural purpose as a desire to attempt those behaviours (Ajzen 2005). A mother's decision to go to the zoo next Sunday with her kids is better known as an intention to arrange means of travel, tickets and so on. However, the successful implementation of the intended behaviour depends on the control of the person over many factors which can prevent the behaviour. The prospect of rain, a child's illness or a broken car can hinder the execution of the expected behaviour. Those factors are beyond the control of the person.

Ajzen (2005) stressed that the expected action theory does not deal specifically with a person's amount of influence in a given situation. Instead, this hypothesis takes into account the potential impact of perceived behavioural influence on behavioural objectives achievement. He further described that perceived behavioural regulation can indirectly, through actions, affect behaviour. This can also be used to explicitly predict behaviour as a surrogate or partial replacement for actual control calculation. The broken arrow in Figure 2.2 shows that the connection between perceived behavioural control and behaviour is expected to surface only when there is some agreement between control perceptions and the actual behavioural control of the person (Ajzen, 2005).

### 2.2.1.3 The Informational Foundation of Behaviour

The next step to achieve a more detailed understanding of Ajzen 's theory is to examine why people retain such behaviours, social standards and perceptions of power. Therefore, he adds the antecedents to every aspect mentioned previously.

*Figure 2.3: Foundation of Behaviour*



**Source: Icek Ajzen, University of Massachusetts (2005)**

The first antecedent (precedented behavioural attitude) is defined by open assumptions about behavioural outcomes, called behavioural assumptions-behavioural expectation that connects the action to a particular result, or to any other function such as the cost of conducting the operation

(Ajzen, 2005). Ajzen continued his line of reasoning, suggesting that a person who believes that performing a particular behaviour will result in more favourable results will have a favourable attitude towards achieving the behaviour. On the other hand, an individual who believes that accomplishing the behaviour will lead to mostly negative consequences will hold an unfavourable attitude.

It is also believed to be a characteristic of beliefs as the precedent of universal standards, but a different type of beliefs than the first precedent: the person's beliefs that certain individuals or groups approve or disapprove of performing the behaviour, or that other social interest groups participate or do not participate in it. Depending on the behaviour, important referents include parents of an infant, relatives, close friends, and colleagues, as well as experts such as doctors or tax accountants. Usually, people will feel social pressure to perform the behaviour, since they believe that most of the referents are encouraged to comply with the behaviour. On the opposite, people would have a subjective standard that puts pressure on them to stop acting if they feel that most of the referents are driven to comply with their actions. The convictions which establish subjective norms are called normative beliefs (Ajzen, 2005).

The main concluding predictor, perceived behavioural regulation, is also a belief mechanism. Here it is essential to highlight the beliefs about the existence or absence of factors that encourage or hinder behavioural outcomes. Past experiences or second-hand experience of behaviour are the basis for these views. The more people feel that they have the resources and rewards they need, and the fewer obstacles they expect, the higher their perceived behavioural strength. Ajzen (2005) emphasized that both of these regulation assumptions lead to the presumption that the action in question is or cannot be implemented.

#### **2.2.1.4 Background Factors**

According to Ajzen (2005), the behavioural views, moral beliefs and control beliefs of individuals are influenced or related to a multitude of variables such as age, gender, ethnicity, socio-economic status, education, nationality, religious affiliation, disposition, mood, emotion, general attitudes and values, intelligence, group membership, prior relationships, knowledge and openness. People who grow up in various social contexts undergo different socialization and get a varied collection of knowledge on several issues. This information provides the basis for their beliefs about the

consequences of a behaviour and normative expectations of performing important actions in relation to the obstacles that may prevent them from performing the behaviour. Analogically, transient moods may affect the way we view things: older people can get knowledge differently from younger ones, and women may have experiences that vary from men's experiences in significant ways. Ajzen (2005) therefore concluded that all of these factors can affect our behavioural, normative, and control beliefs. As a result, they influence our intentions and actions.

### **2.2.1.5 Critics**

A prevailing theory as the theory of planned behaviour never goes without criticism. This subsection will concentrate on the four most important problems surrounding the critical discussion of planned behaviour theory (Mayerl, 2014). The insufficient theoretical and empirical sufficiency of the explanatory model is a significant critical point. However, Mayerl (2014) added that in a sociological sense, this finding is nowhere near shocking because the social condition is only slightly shielded. Subjective norms and perceived regulations of behaviour are social influences. The principle of expected behaviour only encompasses the participant's cognitive layer: the subjective interpretation of the participant's circumstance. Because of this fact, the action is often embedded in a social description of the situation in which the action is also performed.

This involves aspects of cultural norms, laws, codes, social expectations and collective schemes that influence a behavioural situation and thus the behaviour itself (Mayerl 2014). Ajzen (1991, 2005) has consistently taken a stand against this claim and points out that the expected behaviour theory does not seek to offer a systematic explanation of behaviour. Now it is a rational approximation. He further stressed that the strength of planned behaviour theory is its simplicity and relatively low complexity.

The second major criticism cited by Mayerl (2014) is the narrow reach. While the planned behaviour theory is also an advancement over the rational action theory, it does not justify unconscious, spontaneous actions, and this often involves involuntary controlled behaviour. Although most activity falls under this category for some theorists, Ajzen and Fishbein (1980) considered it as a minor subcategory and as exceptions. Mayerl's third critique (2014) is the conceptual and analytical critique aimed at constructing requirements and operationalizing the

components of the model. Those claims may be falsified by multiple empirical usages (Ajzen 2005).

The fourth point of criticism is that the theory of planned behaviour is not conceived as an option between more than one alternative. Therefore, a selection rule is missing, which could clarify why an individual chose a specific action rather than another. Also unclear within Ajzen's theory is the rationale of selecting behaviour in favour or disfavour of behaviour (the mechanism of work). Therefore, according to Mayerl (2014), the planned behaviour theory can refer to predictors of intentions, but it cannot determine the interplay the aspect that is vital to an agent's behaviour.

The most obvious problem is the fact that the ideas of Ajzen are very new in the human resources sector. Evidence is challenging to obtain, and thus most work done will at first be without a means of reference. This also implies that questionnaires would have to be constructed from scratch. It should be kept in mind, however, that Ajzen offers a well-documented overview of how to build a theory of expected behaviour questionnaire on his website and in his books (Ajzen 2005, 2010). In this way, this will allow the researcher to escape the most popular traps.

#### **2.2.1.6 Application Areas of the Theory of Planned Behaviour**

The theory of planned behaviour has been used for a multitude of research studies in different fields. A few examples are listed below to give an idea of its heterogeneous practicality:

Albarracin, Fishbein, Johnsonan, and Muellerleile (2011) compared Ajzen's two theories as models of condom use. They synthesised 96 data sets resulting in an  $N$  of 22,594 samples. Their research suggested that both theories are highly successful predictors of condom use.

Across Denmark, using the principle of organised behaviour, an approach was taken to explain the actions of the electorate. The researchers regarded the electorate as users who purchase a commodity, the political party's decisions and actions. They note that a high proportion of the variance in future voting intention can be explained by the theory (Hansen & Jensen 2017).

Truong (2015) looked at the adoption of online video and television services by users and concluded that perceived behavioural influence is a leading indicator. Besides, he noted that the planned behaviour theory has proved to be useful in predicting adoption of technology. Marcoux

and Shope (2017) tested Ajzen theory's responsiveness in predicting and explaining usage, frequency of use and alcohol misuse among students. Compared with previous research, this one also promotes the use of theory of planned behaviour.

As seen above, the scope of application ranges from studies in health-related intentional behaviour research to political science, to consumer behaviour research and even to drug abuse topics. The overall positive feedback credited towards the theory of planned behaviour is an achievement to be noted.

## **2.2.2 Contingency Theory**

### **2.2.2.1 Overview and Definition of the Contingency Theory**

While the broad acceptance of contingency theory as an important principle of management may have started as early as 1960s, credit must be given to the research published by Burns & Stalker (1961), Thompson (1967), and Lawrence and Lorsch (1967), it is evident that scholars such as Ginsberg and Venkatram (1985), Scott (2005), Shenhar (2011) have been the major contributors to this theory over the past three decades. These scholars argued that organisational performance depends on how well structural and environmental variables fit.

Such contingency theorists accept that there can be no one method of coordinating and running companies due to the complexity of the world in which organisations work (Tosi & Slocum, 2014). They argued that contingency factors inherent in the external environment influence the company's structure and management, as a result, they offer several opportunities for companies to formulate and execute effective strategies to overcome these environmental problems. Smith and Lewis (2011) concluded as they argued that companies are faced with "a solution to problems" in contingency theory. They claimed that this principle makes a choice between conflicting demands and also mentioned that the balance between internal conditions and external environments improves the effectiveness of an organization.

Galbraith (1973) said that the marketing divisions could not be organized in one way in support of the proposal. He believes that not every organization of a marketing company is equally effective. These thoughts have been echoed and expanded by Scott (2005) who noted that the concept of contingency is guided by the general orientation hypothesis that organizations whose internal

characteristics better suit the demands of their environments will achieve better adaptation. By implication, the best way to organize depends on the nature of the environment to which the organization relates. Similarly, Donaldson (2011) reported that 'contingency theory incorporates the concept of fits influencing efficiency, which in turn persuades adaptive organizational change. He further stated that the approach to contingency posits that the impact of one element on another depends on a third variable.

Thus, there is a trivariate relationship between framework, contingency and efficiency; and as a consequence, when the structural variable is at the level that matches the contingency level, an outcome of superior output may be obtained and vice versa.

#### **2.2.2.2 Application of the Contingency Theory to the Broad Management Context**

There is evidence in recent literatures indicating that various principles of contingency theory have arisen. Such ideas have included ideas pioneered by Luthans and Stewart, (1978), systemic contingency theory; Drazin and Van de Ven, (1985), strategic contingency theory and Donaldson, 2011; Kim & Lim, 1988; Zeffane, (1989), of general contingency theory (GCT). According to Luthans and Stewart (1978), in April 1977, the general theory of contingency was implemented while the theory of strategic contingency is still in its infancy (Jangwoo & Miller, 2017).

All of the contingency theories mentioned above are based on the assumption that there must be a match between organisational variables and the environment in which the organisation operates to allow successful execution of the strategy leading to high success in the business.

As much as researchers have taken an interest in contingency theory as noted, the available studies from this theory have discussed a broad range of topics in management, not all of which are limited to project management (Söderlund, 2004; Souder, Sherman and Davies-Cooper, 1998), risk management (Barki, Rivard and Talbot, 2011), organizational efficiency (Tucker, 2010), management of company and transformation (Battilana & Casciaro, 2012), supply chain (Lee et al., 2010) and marketing (Heiens & Pleshko, 2011; Ruckert, Walker & Roering, 1985).

While the theoretical views on the need for a match between internal and external environmental factors are widely recognized, critical issues remain. For example, the classical theorists continue

to disagree with this view of contingency, as they contend with a particular way of running organizations that is more generally known as a "one size fits all" approach (Shenhar, 2011).

### **2.2.2.3 Limitations of the Contingency Theory**

Over the years, contingency theory has become a focal point of numerous debates and discussions in the scientific literature. Although the critical focal points of this theory have been embraced (Tosi & Slocum, 2014); meanwhile, some critics have questioned the possible impact this theory can have on a specific field of study.

Schoonhoven's seminal work (1981) contributed mainly to the description of the problems related to contingency theory. According to her, there are five difficulties with contingency theory which include: (a) lack of clarity: the theory's content is not sufficiently clear, and the statements made by contingency theorists are ambiguous; (b) contingency relationships as interactions: when contingency theorists suggest that there is a relationship between variables (such as measurements of technology and structure). Accordingly, it must be mentioned explicitly that contingency arguments produce interactive propositions; (c) practical modes of interaction: theoretical statements do not specifically identify the types of interrelationships intended; (d) the analytical model: relationships examined within the contingency model are called linear; (e) contingency relationship hypotheses: this theory asserts that an interrelationship co-exists.

Other scholars, including Tosi and Slocum (2014) summarised the critique of contingency theory in two main points: lack of clarification of concepts and insufficient definition of the relationships between concepts. Besides this, more recent research put the shortcomings of contingency theory to the forefront. Tucker (2010), for example, stated that 'in the 1980s, contingency as a theory was criticised for many methodological and theoretical problems.' It is mentioned in their studies that uncertainty is associated with contingency hypotheses and, as a result, pose questions about the nature of contingency hypotheses and how the lack of accuracy may hinder the creation of new information in the field of management science.

It may seem as if the many issues involved with the theory of contingency may limit its relevance to research in management. The importance of contingency theory to this study is given in the next section in an endeavour to counteract that view.

#### **2.2.2.4 Relevance of the Contingency Theory to this Study**

The principle of contingency is well known in management research and has been extended to various disciplines of management. It is introduced as the complementary theory in this analysis of the effects of relationship management on the patronage of consumers, as it supports the notion that other hypotheses can be used to describe evolutionary phenomena. It incorporates other theories, such as institutional theory, and the five political dimensions of culture by Hofstede, as well as the theory of the Globe, into a single study through four case studies.

By applying the principle of flexibility in this research, problems related to the use of a single theory for a sample are avoided. Instead, given the incorporation of various theoretical perspectives into a separate analysis, the research results are likely to be improved and enhanced as several other theories are used to litigate the weakness inherent in the contingency theory.

#### **2.2.3 Social Exchange Theory**

##### **2.2.3.1 Overview and Definition of the Social Exchange Theory**

Social exchange theory also seeks to explain what motivates people to respond in their way (Kelley & Thibaut, 1978). Social exchange philosophy views human relations from a cost-benefit viewpoint, much as a business contract, only that a social exchange deals with the exchanging of intangible social costs and rewards (respect, reputation, affection and care) and is not governed by explicit laws or agreements. Like international trade, social interaction indicates that people only participate in cooperation because they expect recompenses from it to support the cost of engaging in it (Bailey, 2008).

King and Burgess (2018) described a quasi-experiment that compared the results of two CRM implementation initiatives. In one instance, the CRM project organization reacted quickly and constructively to users' request in bug fixes and software improvements. At the same time, in the other, the response was slower and less supportive. They hoped that this perceived sensitivity would result in enhanced customer cooperative interests, which would ultimately improve the reliability of the software configuration leading to greater "consumer acceptance" of CRM program. The experiment 's results supported the hypothesis that the users' social experiences with

the project team were more favourable from a user point of view in the first project by showing more care for their user with a better-customized solution than in the second project.

Underlying all social exchanges is a degree of exposure: often one party is more vulnerable than the other, sometimes both are equally vulnerable. Top management may feel vulnerable in their dealings with sales staff while using a new system. They may not comprehend fully the degree of organizational change implicit in the adoption of the new system. Similarly, the project champions key figures in the communication of the CRM strategy, will be asking of top management: what are the explicit and implicit rewards being promised for our commitment to this (time consuming) role? And, as King and Burgess (2008) showed, the departmental users will be having social exchanges with the project organization and asking: how responsive are they? Do they really understand our concerns? Do they fulfil their promises to us? Whilst formal contracts can be drawn up to address some of these concerns, the sheer complexity of social relations surrounding an organizational innovation as large and as complex as a new CRM system means that all stakeholders are likely to be exposed at times to unsatisfactory social exchanges and to deficits in social capital.

#### **2.2.3.2 Relevance of the theory to this Study**

The theory's value for research comes from the fact that the theory assumes that human activity is a strictly logical situation that occurs and contributes to economic success where both the consumer and the company profit. The theory promotes openness while the principles of equality and accountability, as developed in the 1970s were preferred. The theory claims that intimacy is the primary intention of a relationship. The variable consumer loyalty is based on this principle, as the belief is specifically focused on increasing customer's social cost-benefit familiarity.

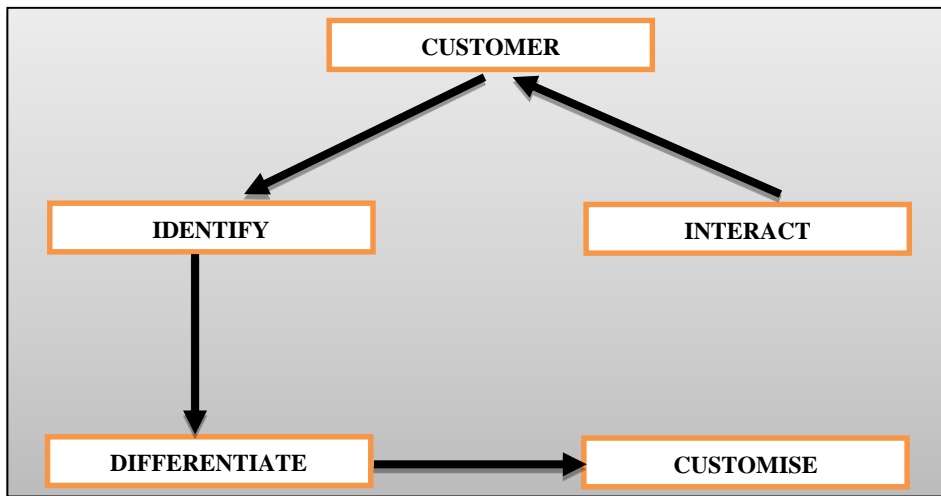
#### **2.2.4 The Identify, Differentiate, Interact and Customise (IDIC) Theory**

Peppers and Rogers (2004) expanded the argument that organizations will take the four acts according to this theory: define, distinguish, connect and adapt, to create stronger one-to-one relationships with customers. Companies recognize who their clients are and establish a deep understanding of them. Information such as name, address and purchase details must be collected at all contact points in the enterprise (Ling, 2017). Gathering information can seem simple and

obvious to an organization; however, information is often spread through departments and not organized in such a way that it can be connected to each customer easily (Peppers & Rogers, 2016).

Each customer reflects a specific business value point. Identifying the various needs of each customer, assessing the interest and relevance of each customer and tailoring the market deal to each user is a focus herein (Bagdoniene & Kazakeviciute, 2015).

**Figure 2.4: Identify-Differentiate-Interact-Customise Model**



*Source: Peppers & Rogers (2004)*

The firm will continue to collect awareness of preferences across the "touch-points" in increasing contact with the firm; data that will help them refine more and continue to give the customer a quantified interest may be an example of not getting the most valuable customers waiting for service on queues. This principle provides a framework for hotels to use technology tools to define, distinguish, communicate with and tailor their customer services to improve customer loyalty. This theory is therefore suitable for better explaining the role of the independent variables (technology infrastructure, service quality, service personalization and customer orientation) on the dependent variable customer loyalty.

### **2.2.5 Underpinning Theories**

Planned behaviour theory is the critical theory on which this study is based. The theory holds that humans typically behave consciously based on three fundamental determinants, i.e., personal component, social norms, and perceived regulation of behaviour. This research mainly aimed at

examining how such habits are shaped and displayed. Also, the contingency theory is chosen as a complementary theory to compensate for the shortcomings of the leading theory, which does not allow for a choice between alternatives. The theory maintained that business organisations whose characteristics better suit the demands of a dynamic world would probably achieve the best adaptation.

Also, the key aim of this research is to examine the effect of the telecommunication service providers' relationship management approach on customer loyalty in a developing market setting like Nigeria. The Nigerian market, in particular, provides the necessary context for testing contingency theory. Such methods can also vary in different environments, which is the basic principle of the contingency theory, by comparing relationship management strategies against emerging markets in high-income, developed countries.

Jangwoo and Miller (2017) suggested that, given the relative strength of some organisations, these organisations can succeed without affecting the match between success and strategy. This approach promotes an organisation's internal perspective while acknowledging the peculiarities of cultures.

## **2.3 Empirical Review**

This section takes a cursory look at the scholarly works that have been conducted on relationship management's growing influence of companies' ability to maintain a good relationship between them and their teeming customers that will ensure existing customers prefer to purchase the firm's products and services repeatedly in developed and developing nations, Nigeria in particular.

### **2.3.1 Developed Countries**

As the current market becomes more competitive, the challenges facing GSM service providers to expand and preserve their customer base are increasing. Under these circumstances, the pursuit of client patronage appears to be an essential goal of the long - term competitive advantage and growth of the companies. GSM service providers are actively implementing numerous creative and enticing marketing strategies and promotions in response to the challenges, intending to sustain customer retention and loyalty.

Rowley and Dawes (2015) studied the effect of relationship management on efficiency of the cellular network using only one dependent variable: satisfied network performance and four independent variables (availability, coverage, drop calls, and call quality). Multiple regression analysis approaches were used, with regression findings suggesting an overall model of three constructs that predict network satisfaction significantly. The construct variables are the quality, coverage and efficiency of calls, which have been satisfactorily loaded into the regression model. Calls dropped with a p-value higher than 0.05 were not considered necessary. The model accounts for a network satisfaction variance of 37.5 per cent. This suggests that this model does not explain up to 62.5 per cent of the differences in network satisfaction, calling for further research in this field indirectly. The beta values represent the importance of each factor in the regression equation that shows that network efficiency (0.435) has the most substantial effect on network satisfaction, followed by coverage (0.174), and call quality (0.125) in the United States. The study found that Relationship Management considers a stable customer base as a core asset.

Also, in Shanghai, China, Salmiah, Ungku, and Lim (2013) examined the contributory effect of relationship management on customer patronage of telecommunication subscribers. The study utilised switching costs, confidence, corporate identity and perceived service quality as predictors of the patronage of consumers measured by customer loyalty and retention. The data were collected via a well-structured questionnaire from 185 subscribers. Using survey method of data analysis, the study found that an overall model of three predictors significantly predict network satisfaction and recommend that telecommunication service providers should ensure quality service with the view to enjoy customers continuous patronage.

Nagasawa (2018) conducted a study in Tokyo, Japan, on the assessment of partnership management and loyalty of customers in evidence for the telecommunications industry. Nagasawa (2018) made use of a mixture of qualitative and quantitative approaches to assess the effect of telecom service efficiency on customer loyalty. The primary and secondary content is taken from Paper and brochures. A sample was selected by simple random sampling of the total population. The study found a positive relationship between the aspects of the customer experience and the provision of overall customer service management strategies. It was also discovered that the human factor and community have a very strong link to the use of customer data to schedule, drive

and track. Services component was described as having a strong connection while managing the customer data element was found to have a moderate relationship.

Johnston and Kong (2015) examined the effect of technology-based RM on consumer loyalty in Manchester, London 's Telecommunications industry. For the sample population, the customers of the five major service providers, namely Vodafone, O2, T-Mobile, Orange, and Three (3) were used. The research covered development perspectives and the management of customer service relations. Based on concise and inferential statistics, both primary and secondary information were collected and analysed to check the pre-set hypotheses. Additionally, the four hypotheses were evaluated on multiple linear regressions. Using descriptive statistics and simple linear regression, the result shows a significant correlation between customer care, increased services and trust management and customer patronage.

### **2.3.2 Developing Countries**

O'Malley and Tynan (2010) examined the relationship between relationship management and customer satisfaction in the telecommunications industry, with an emphasis on the Mobile Telecommunications Network (MTN) in South Africa. Exploratory factor analysis was used to assess the underlying variables of relationship management while multiple regression analysis was used to analyze the impact on client loyalty of relationship management. Research shows that management of relationships has an effect on customer satisfaction and that the two variables have a positive relation. To maintain a high degree of consumer satisfaction, the company must, first of all, know the customer's needs and how to satisfy those needs, to keep them loyal, which translates into customer retention. It has also pointed out that hiring new client costs more than retaining current ones.

With an empirical validation and a conceptual model, Peng and Wang (2016) investigated the combination of relationship-building strategies, customer satisfaction, trust/dedication, and customer behavioural loyalty in a Taiwan-based financial services industry relations management framework. The analysis is based on data obtained from selected customers in the Bank Division: 396 from a loan form, 431 from the Division of Deposit and 216 from the Department of credit cards. Subsequently, confirmatory factor analysis (CFA) was carried out to assess the validity of the Convergent and Differentiate Validity model. An analysis of the path was performed during

the second stage to check the research hypotheses empirically. The study found out that financial products with different product attributes will benefit the most from individual types and levels of relationship investment that can be applied directly to each product.

Negi (2014) investigated the impact of relationship management on consumer loyalty of mobile communications in Ethiopia. The study explores the causal relationship between the relationship management experienced by mobile service subscribers at Ethiopian Telecommunication Company (ETC) and customer retention. Stratified random sampling was used to evaluate the seven dimensions of SERVQUAL, including empathy, tangibles, reliability, convenience, responsiveness, network aspect, and assurance used to test customers' perceptions and expectations. The dimensions of the reliability and the network aspect were predicted using two regression models on the overall quality of service. More than half of respondents registered the result below average, followed by less than one-third who classified it as average, and around one-fifth as above average. The study reported that convenience and network aspect dimensions have the least and highest influence on service quality respectively.

### **2.3.3 Nigeria**

Ojo (2010) addressed a case study on the relationship between service quality and customer satisfaction in the telecommunications industry conducted by the Mobile Telecommunication Network (MTN) Nigeria. The inferential and descriptive statistics, the Pearson correlation matrix and regression analysis were used to analyze the data collected. The study shows that service quality has effects on client loyalty which leads to a positive relationship. The study advises that due to its consumer loyalty outcome, the company should pay more emphasis on the standard of service. Companies need to know the needs of their customers and how they can meet those desires to retain a high standard of customer satisfaction, since attracting new customers costs more than holding existing ones.

Suddaby (2010) studied the management of customer relations and their effect on customer satisfaction in the Nigerian telecommunications industry. The collected data was analyzed using descriptive statistics and variance estimation technique. Research findings show that customer satisfaction is a significant advantage that can be made accessible to any company by better understanding consumer preferences and addressing aftermath problems. It also follows that

marketing tactics and quick service delivery are techniques that have been implemented by telecommunications players to promote customer loyalty. Suddaby's (2010) statement is consistent with Bose's (2002) submission that customer relationship management is strong in demonstrating an efficient customer retention strategy and that advantages for telecommunications companies having CRM initiative achieve improved contact with customers, along with increased productivity and performance. All organizations must integrate CRM into a single mode of operation when dealing with clients.

Tulu (2015) investigated the relationship management impact on the patronage of customers at some selected private hospital in the state of Lagos. The study uses service quality and follow-up (after-sales) service to measure relationship management while patronage of customers was measured by service preference and repeat visitation. The study followed a survey research procedure, while the sample size was calculated using a multi-stage sampling technique. 489 questionnaires were administered to respondents, and the data obtained were analyzed using multiple regression. The study found that relationship management has a significant influence on customers' service insistence, repeat visitation and switching restraints.

## **2.4 Gaps in Literature**

### **2.4.1 Contextual Gap**

For different people, the idea of relationship management means different things; focusing on the workplace environment. There is no question that relationship management increasingly becomes one of the most divisive topics and a company focal point (Balaram & Adhikari, 2010). There was agreement that widespread integration of the relationship management strategy would favour the organizations that adopt it considerably. Organizations will reap the benefits of the revenue by enhancing market segmentation, tailoring and securing of goods and services, of higher quality, access to knowledge and, above all, ensuring long-term consumer retention and loyalty (Almotairi, 2018). Therefore, the current study intends to fuse the study of customers' retention and loyalty as against separate investigation of the variables in the past studies. Hence, this study becomes very imperative at this moment to strengthen the existing context of relationship management in the field of management.

### **2.4.2 Theoretical Gap**

The theory of planned behaviour discussed suffers from a range of flaws ranging from insufficient explanation of the theoretical and empirical explanatory model to clearness and coherence. It should be remembered that the theory itself only take cognizance of the fractional part (cognitive) of the participant; rendering any decision under such circumstances to be subjective. However, the narrowness of the theory's perception casts a limitation on its ability to adequately assess unconscious, spontaneous and involuntarily controlled behaviour.

Finally, the theory failed to explain rules guiding individual's behaviour selection in different situations thereby reducing the outcome of the theory as a means of determining behaviour mode to a mere prediction of behavioural pattern. Meanwhile, the technology industry, which is a driving factor in the telecom growth is so dynamic to the extent that studies done three or more years ago, could be obsolete in the telecom business today. Thus, the given literature serves only as an "eye-opener" in this market study and yet provoking more demand for studies on customer patronage in the telecommunication industry.

### **2.4.3 Methodological Gap**

Most of the studies examined above were done to find out what indicators affect consumers' trust in the mobile telecommunications industry, a detailed review of the above literature revealed that most of the studies were conducted mainly in other parts of the world other than Nigeria. The case studies, conceptual structures, methodologies and sample sizes used in those studies are all different from what was conceived in this study.

## CHAPTER THREE

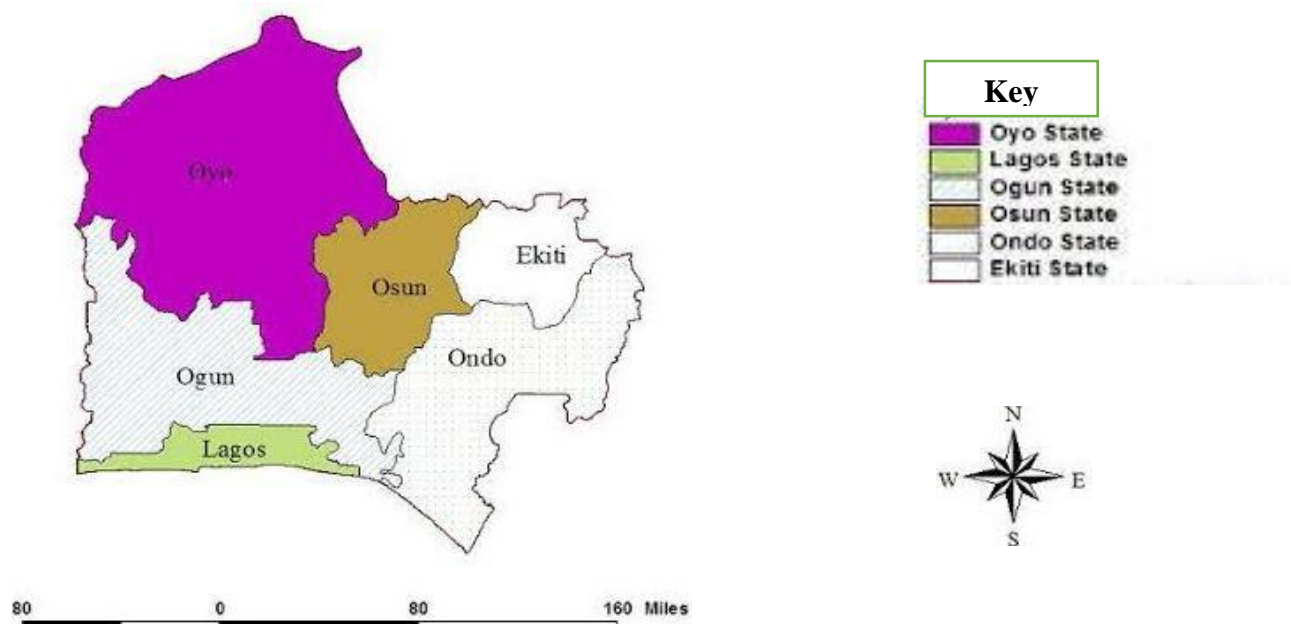
### METHODOLOGY

#### 3.0 Preamble

This section deals with the research concept and the methods used to attain the aims and objectives of the study. The research design was addressed, and the reasons for the design chosen, target population, sampling frame, sample size and sampling technique, research instrument, pilot testing, data collection procedures and methods of data analysis were examined.

#### 3.1 Area of the Study

**Figure 3.1:** Map of South-West, Nigeria



*Source: Adewole (2018)*

South-West Nigeria, consisting of the states of Lagos, Ogun, Oyo, Ondo, Ekiti, and Osun, is the country's most developed area. It is also known as the South-West geopolitical zone of Nigeria. The area lies between 2 31 and 6 00 East longitude and 6 21 and 8 37 N latitude (Agboola, 1979) with a total land area of 77.818 km<sup>2</sup> and a projected population of 28.767.752 in 2002 (NPC,

1991). The study region is bounded by the states of Edo and Delta in the East, the states of Kwara and Kogi in the North; the Republic of Benin in the West and the Gulf of Guinea in the Southern.

### **3.2 Research Design**

The study investigated the relationship that exists between relationship management and customers' patronage in the telecommunication industry, hence it is essential to examine the phenomenon (relationship management) using systematic approach so that the result will represent the whole picture of the behaviour of the group under study. Therefore, it is imperative to choose and adopt an appropriate approach to conduct research work.

The study adopts a descriptive survey design of selected higher institutions in South-West Nigeria. The quantitative research approach was used to attain the best results (Peck *et al.*; 2011). Gerpott (2015) used the descriptive survey method in his study 'Drivers of guest preference in New Zealand's hotel industry: the role of staff loyalty, quality of service, guest satisfaction and engagement and the effect of loyalty programmes. So, this design was in conjunction with the proposed study's conceptual orientation, intent, and scope. This design is expected to promote the desired objectivity of the research and allow the necessary logistical versatility for data collection and data analysis.

### **3.3 Population of the Study**

The population of this study consists of the teaching staff who are subscribers of all the network providers (MTN, Airtel, Glo and 9Mobile) in the selected tertiary institutions in Southwest geographical zone, Nigeria. These service providers majorly offer homogeneous service (call and data services), which is also the most frequent services required by subscribers. There are one hundred and thirty-three (133) tertiary institutions comprising of fifty-two (52) universities out of which seven (7) were owned by Federal Government, eleven (11) are state owned while thirty-four (34) were owned by private individuals. Also, there are forty-six (46) Polytechnics. Five of them were owned by federal government, fourteen (14) were owned by state government while twenty-seven (27) were owned by private bodies. Thirty-five (35) colleges of education were in the region comprising four (4) federal colleges of education, seven (7) state colleges of education and twenty-four (24) privately owned colleges of education. The selected institutions were as shown in table

3.2. This geopolitical zone is made up of six states, namely Lagos, Ogun, Oyo, Ondo, Osun and Ekiti States.

The target population for this study is Seven Thousand, Six Hundred and Eighty-Nine (7,689) teaching staff of the selected tertiary institutions who are subscribers of the four (4) major GSM providers in Nigeria: viz MTN, Airtel, 9mobile and Glo comprising the teaching staff of the selected tertiary institution in South-West Nigeria as shown in table 3.2.

**Table 3.1: List of Universities in Southwest, Nigeria**

S/N	NAME OF INSTITUTION	CITY
<b>FEDERAL UNIVERSITIES</b>		
1.	Federal University of Technology, Akure	Akure
2.	Federal University, Oye-Ekiti, Ekiti State	Oye-Ekiti
3.	National Open University of Nigeria, Lagos	Lagos
4.	Obafemi Awolowo University	Ile-Ife
5.	Federal University of Agriculture	Abeokuta
6.	University of Ibadan	Ibadan
7.	University of Lagos	Akoka
<b>STATE UNIVERSITIES</b>		
8.	Adekunle Ajasin University	Akungba
9.	Ekiti State University	Ado Ekiti
10.	Ladoke Akintola University of Technology	Ogbomoso
11.	Ondo State University of Science and Technology	Okitipupa
12.	Olabisi Onabanjo University	Ago Iwoye
13.	Lagos State University	Ojo
14.	Tai Solarin University of Education	Ijebu Ode
15.	Osun State University	Osogbo
16.	Oyo State Technical University	Ibadan
17.	Ondo State University of Medical Sciences	Ondo
18.	Moshood Abiola University of Science and Technology	Abeokuta
<b>PRIVATE UNIVERSITIES</b>		
19.	Achievers University	Owo
20.	Adeleke University	Ede
21.	Afe Babalola University	Ado-Ekiti
22.	Ajayi Crowther University	Ibadan
23.	Augustine University	Ilara, Epe
24.	Babcock University	Ilishan-Remo
25.	Bells University of Technology	Otta
26.	Bowen University	Iwo
27.	Caleb University	Lagos
28.	Chrisland University	Abokuta
29.	Covenant University	Ota
30.	Crawford University	Igbesa
31.	Elizade University	Ilara-Mokin
32.	Fountain University	Oshogbo
33.	Hallmark University	Ijebi Itele
34.	Joseph Ayo Babalola University	Ikeji-Arakeji
35.	Kings University	Ode Omu
36.	Lead City University	Ibadan
37.	Mcperson University, Seriki Sotayo	Ajebo
38.	Mountain Top University	Makogi Oba
39.	Oduduwa University	Ipetumodu
40.	Pan-Atlantic University	Lagos

41.	Redeemer's University	Ede
42.	Wesley University. of Science & Technology	Ondo
43.	Christopher University	Mowe
44.	Kola Daisi University	Ibadan
45.	Anchor University	Ayobo, Lagos
46.	Dominican University	Ibadan
47.	Precious Cornerstone University	Oyo
48.	Atiba University	Oyo
49.	Eko University of Medical and Health Sciences	Ijanikin
50.	Dominion University	Ibadan
51.	Trinity University	Ogun State
52.	Westland University	Iwo
<b>FEDERAL POLYTECHNICS</b>		
53.	Federal Polytechnic Ado Ekiti	Ado Ekiti
54.	Federal Polytechnic Ede, Osun State.	Ede, Osun State.
55.	Federal Polytechnic Ilaro	Ilaro
56.	Federal Polytechnic Ile-Oluji	Ile-Oluji
57.	Yaba College of Technology	Yaba
<b>STATE POLYTECHNICS</b>		
58.	Abraham Adesanya Polytechnic, Ijebu-Igbo,	Ijebu-Igbo
59.	Adeseun Ogundoyin Polytechnic (Formerly Ibarapa Polytechnic)	Eruwa
60.	D.S. Adegbenro ICT Polytechnic, Itori-Ewekoro, Ifo.	Ifo
61.	Gateway Polytechnic, Saapade	Saapade
62.	Lagos State Polytechnic	Ikorodu
63.	Moshood Abiola Polytechnic	Abeokuta
64.	Ogun State Institute of Technology	Igbesa
65.	Ogun State Polytechnic	Ipokia
66.	Oke-Ogun Polytechnic	Shaki
67.	Osun State College of Technology	Esa – Oke
68.	Osun State Polytechnic	Iree
69.	Oyo State College of Agriculture and Technology	Igbo Ora
70.	Rufus Giwa Polytechnic	Owo
71.	The Polytechnic Ibadan	Ibadan
<b>PRIVATE POLYTECHNICS</b>		
72.	Allover Central Polytechnic	Sango Ota
73.	Ajayi Polytechnic	Ikere Ekiti
74.	Best Solution Polytechnic	Akure
75.	Bolmor Polytechnic, Dugbe	Ibadan
76.	Coastal Polytechnic	Apapa
77.	Crown Polytechnic	Ado-Ekiti
78.	Enville Institute of Management and Technology	Epe LGA
79.	Global Polytechnic	Akure
80.	Grace Polytechnic	Surulere
81.	Ibadan City Polytechnic	Ibadan
82.	Igbajo Polytechnic	Igbajo
83.	Interlink Polytechnic	Ijebu-Jesa,
84.	Kalac Christal Polytechnic	Lekki, Lagos
85.	Landmark Polytechnic Ayetoro/Itele	Ayobo, Lagos
86.	Lagos City Polytechnic	Ikeja
87.	Novelty Polytechnic	Kishi
88.	Redeemers College of Technology and Management (RECTEM)	Mowe,
89.	Ronik Polytechnic, Ejigbo	Ikeja, Lagos
90.	Saf Polytechnic	Iseyin
91.	Speedway Polytechnic	Osoba Ojodu,
92.	Stars Polytechnic	Ota LGA
93.	The Polytechnic	Ile Ife
94.	The Polytechnic Iresi, (Formerly College of Technology, Iresi)	Iresi
95.	Timeon Kairos Polytechnic	Lagos
96.	Tower Polytechnic	Ibadan

97.	Villanova Polytechnic	Imesi-Ile
98.	Wolex Polytechnic	Iwo
<b>FEDERAL COLLEGES OF EDUCATION</b>		
99.	Federal College of Education (Special), Oyo	Ado Ekiti
100.	Federal College of Education, Abeokuta	Ede, Osun State.
101.	Federal College of Education (Technical), Akoka	Ilaro
102.	Adeyemi College of Education, Ondo	Ile-Oluji
<b>STATE COLLEGES OF EDUCATION</b>		
103.	Tai Solarin College of Education, Ijebu-Ode	Ijebu-Igbo
104.	College of Education, Ikere-Ekiti	Eruwa
105.	Osun State College of Education, Ilesa	Ifo
106.	Adeniran Ogunsanya College of Education, Otto/Ijanikin	Saapade
107.	Emmanuel Alayande College of Education (EACOED), Oyo	Ikorodu
108.	College of Education, Ila-Orangun, Osun State	Abeokuta
109.	Michael Otedola Coll. of Prim. Education, Lagos	Igbesa
<b>PRIVATE COLLEGES OF EDUCATION</b>		
110.	Delar College of Education	Ibadan
111.	St. Augustine College of Education (Project Time)	Lagos
112.	Ansar-Ud-Deen College of Education, Isolo	Akure
113.	Yewa Central College of Education	Ayetoro, Abeokuta
114.	St. Augustine College of Education	Akoka, Lagos
115.	Muftau Lanahun College of Education,	Ibadan
116.	Corner Stone College of Education,	Ikeja
117.	Festmed College of Education	Ajowa Akoko
118.	BETHEL COE	Ijare
119.	Bayo Tijani COE	Lagos
120.	Upland COE	Badagry
121.	Corona COE	Lekki, Lagos
122.	Assanusiya COE	Odeomu, Osun
123.	COE, Ero	Akure
124.	Best Legacy COE	Ogbomoso
125.	COE	Moro, Ife-North
126.	Top-Most COE	Ipaja-Agbado
127.	Awori District COE	Ogun State
128.	Royal COE	Ikeja
129.	Al-Ibadan COE	Ibadan
130.	Crestfield College of Education	Osun
131.	Grace College of Education	Osogbo
132.	The African Church College of Education	Lagos
133.	College of Education	Lanlate, Oyo State

**Table 3.2:** Population of the study

S/N	States	Institutions	Population Teaching
1.	Lagos	University of Lagos, Akoka	1,123
		Yaba College of Technology, Yaba	876
2.	Ogun	Federal College of Education, Osiele, Abeokuta	888
3.	Oyo	The Polytechnic, Ibadan	3,081
4.	Ondo	Adekunle Ajasin University, Akungba-Akoko	393
		Bethel College of Education, Ijare	141
5.	Osun	Federal Polytechnic, Ede	545
		Osun State College of Education, Ilesa	318
6.	Ekiti	Afe Babalola University, Ado Ekiti	175
		Crown Polytechnic, Odo, Ado Ekiti	149
<b>Total</b>			<b>7,689</b>

**Source:** Academic Planning Units of various Tertiary Institutions (2019)

### 3.4 Sample Size and Sampling Technique

Multi-stage sampling technique was used to group the tertiary institutions in Southwest Nigeria into three strata- University, Polytechnic and College of Education. Using the same method, the strata were further stratified into three- The Federal, State and Private (homogenous groups). The study aims at measuring the perception of consumers concerning relationship management strategies adopted by service providers which is a critical issue in the marketplace coupled with the spread of study population, therefore, convenience sampling technique was adopted to select four Federal Tertiary Institutions, namely the University of Lagos, Akoka, Lagos, Yaba College of Technology. Yaba, Lagos, Federal Polytechnic, Ede, Osun State and Federal College of Education, Osiele, Abeokuta, Ogun State, three State Tertiary Institutions: Adekunle Ajasin University, Akungba Akoko, Ondo State, The Polytechnic, Ibadan, Oyo State and Osun State College of Education, Ilesa, Osun State) and three Private Tertiary Institutions (Afe Babalola University, Ado Ekiti, Ekiti State, Crown Polytechnic, Odo, Ado Ekiti, Ekiti State and Bethel College of Education, Ijare, Ondo State) from each category of the stratum.

The sample size was determined from the total number of Seven Thousand, Six Hundred and Eighty-Nine (7,689) teaching staff of the selected tertiary institutions. Krejcie and Morgan (1970)'s formula for sample determination was employed to determine the sample size of this

study to represent the study's population. Hence, 367 teaching staff of the selected tertiary institutions were proportionally selected as the study sample size. The formula is as shown below:

$$s = \frac{\chi^2 NP(1 - P)}{d^2(N - 1) + \chi^2 P(1 - P)}$$

Where:

s = required sample size

$\chi^2$  = The chi-square table value for 1 degree of freedom at the desired level of confidence (3.841)

N = the population size

P = The proportion of the population (assumed to be 0,50 because the maximum sample size will be provided)

d = degree of accuracy expressed as a proportion (0.05)

$$N = 7689, \chi^2 = 3.481, P = 0.50 \text{ and } d = 0.05$$

Therefore, substituting for the above variables, this yield:

$$s = \frac{3.841 (7,689 \times 0.5)(1 - 0.5)}{0.05^2(7,689 - 1) + 3.841 0.5(1 - 0.5)}$$

$$s = \frac{7,405.15175}{20.18025}$$

$$s = 366.9504466$$

$$s \cong 367$$

The sample size determination is as shown in Table 3.3 below:

**Table 3.3:** Sample size and sampling technique

S/N	States	Institution	Pop	% of Pop	Sample Size	% of Sample
1.	Lagos	University of Lagos, Akoka	1,123	$\frac{1,123}{7,689} \times 100 = 15\%$	$15\% \times 367 = 55$	15%
		Yaba Coll. Of Tech, Yaba	876	$\frac{876}{7,689} \times 100 = 11\%$	$11\% \times 367 = 40$	11%
2.	Ogun	Fed. Coll. of Edu., Abeokuta	888	$\frac{888}{7,689} \times 100 = 12\%$	$12\% \times 367 = 44$	12%
3.	Oyo	The Polytechnic, Ibadan	3,081	$\frac{3,081}{7,689} \times 100 = 40\%$	$40\% \times 367 = 147$	40%
4.	Ondo	Adekunle Ajasin University, Akungba Akoko	393	$\frac{393}{7,689} \times 100 = 5\%$	$5\% \times 367 = 18$	5%
		Bethel Coll. of Edu., Ijare	141	$\frac{141}{7,689} \times 100 = 1.8\%$	$1.8\% \times 367 = 7$	1.8%
5.	Osun	Federal Polytechnic, Ede	545	$\frac{545}{7,689} \times 100 = 7\%$	$7\% \times 367 = 26$	7%
	Osun	Osun State Coll. of Edu., Ilesa	318	$\frac{318}{7,689} \times 100 = 4\%$	$4\% \times 367 = 15$	4%
6.	Ekiti	Afe Babalola Univ., Ado Ekiti	175	$\frac{175}{7,689} \times 100 = 2.2\%$	$2.2\% \times 367 = 8$	2.2%
		Crown Polytechnic, Ado Ekiti	149	$\frac{149}{7,689} \times 100 = 2\%$	$2\% \times 367 = 7$	2%
<b>Total</b>			<b>7,689</b>	<b>100%</b>	<b>367</b>	<b>100%</b>

**Source:** Researchers Field Survey (2020)

### 3.5 Instrument of Data Collection

For this analysis, the data were collected using a standardized questionnaire with a Likert rating scale of five points. Survey method was used since it allows each respondent to answer the same collection of questions and offers an effective way to collect answers from a broad sample before quantitative analysis. A closed-ended questionnaire was administered to call and data subscribers that participated in this study. Closed-ended questions of five-point Likert rating scale measurement ranging from SA = Strongly Agreed, A= Agreed, N= Neutral, DA= Disagreed and SD= Strongly Disagreed was designed so that the variables could be ranked to measure the degree of agreement or disagreement of the respondents. The adoption of Likert Scale items is not strange

because Doyle (2012) used the Likert scale in his study of Determinants of Customer Retention in the Hotel Industry.

The questionnaire was subdivided into two sections; Section 'A' comprises the socio-economic characteristics of the respondents. In contrast, Section 'B' consists of closed-ended items that are well structured to elicit information of the respondents' views on the influence of relationship management on customer patronage in the telecommunication industry.

### **3.6 Data Collection Procedure**

The questionnaire was administered with the help of research assistants. Karunaratna (2014) support the use of the questionnaire over personal interviews since self-administered surveys essentially cost less. Three hundred and sixty-seven (367) copies of questionnaire were administered to respondents in the study. Due to the confidentiality and sensitivity of the information sought, the questionnaire was designed in a manner that the respondents were not obliged to reveal their names nor their mobile line number(s).

### **3.7 Validity of the Instrument**

This study adopted face, construct and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section evaluated knowledge for a different reason and also ensured that the same was closely linked to the study's conceptual structure. At the same time, seven (7) GSM subscribers were pre-tested for material validity and six (6) academics who are marketing and management experts were briefed. Thus, based on their observations and comments, some of the questionnaire items were modified, which has improved the research instrument. Hence, the questionnaire has both face, construct and content validity.

### **3.8 Reliability of Instrument**

Internal consistency reliability was tested on 5% of the sample of the questionnaire to ensure that it is relevant and effective. Reliability tested was conducted on the questionnaires duly completed by eighteen six (18) subscribers (respondents) who would be randomly selected. These respondents were not included in the final study sample in order to control for response biasness. For the pilot test, thirty-six (36) copies of the questionnaire were administered, and the instrument's

reliability was measured using Cronbach Alpha reliability coefficient ( $\alpha$ ) between  $\alpha = 0.00$  for non-reliability and  $\alpha = 1.00$  for perfect reliability.

**Table 3.4 Cronbach Alpha Result**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Service Quality	12.92	30.99	.676	.723
Aftersales Service	12.46	33.22	.647	.747
Information Sharing	12.43	33.81	.716	.811
Trust	12.29	32.18	.757	.747
Customer Satisfaction	11.72	34.25	.634	.763
Customer Retention	11.79	27.95	.647	.844
Brand Preferences	12.58	33.03	.650	.806
Customer Loyalty	12.34	30.78	.716	.784

Source: Author's Computation (2020)

Any instrument within the range of 0.70 and above is showing acceptable levels of internal accuracy, according to Creswell (2014). All items were found to be above the threshold, meaning all of the component items were reliable and accurate.

**Table 3.5 Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.798	.804	8

Table 3.4 shows that 0.798 is the Alpha test result for questionnaire used in the study, and it shows that the instrument is reliable. The tool thus has strong reliability when it comes to internal accuracy. This means that this instrument can give consistent results on the impact of relationship management on consumers' patronage in the telecommunications industry in Nigeria.

### 3.9 Method of Data Analysis

The data were coded using a five-point Likert rating scale, and the answer to each item was put in different vital themes.

The findings were presented in tables using percentages, means and standard deviation to analyse the descriptive statistics. On the other hand, the standard deviation represented how the response

was distributed relative to the mean. This illustrates how different the individual responses to each factor are from the mean.

Correlation analysis was computed on the association between all of the variables used in the research. Often, the relationship between a group of variables is evaluated using correlation (Pallant, 2010). If the correlation values are not close to 1 or -1, it thus means that the factors are sufficiently different measures of separate variables (Iddrisu, Nooni, Fianko & Mensah, 2015). In this analysis, the Pearson Moment Correlation was utilized for correlation.

### 3.10 Ethical Considerations

This analysis was confirmed to be acceptable to research protocols, and it considered as much as possible all sources of knowledge. Consent was sought and given by the respondents before the questionnaire was administered. The respondents were told of their eligibility to participate in the survey. Full confidentiality was also maintained in particular when dealing with the questionnaire, and the respondents' identity was kept secret. Data details are only be available for research purposes.

### 3.11 Mathematical Model on X and Y Constructs

This model was based on the dependent variables of the construct in relation to their attendant independent variables, hence, four mathematical models are discerned from this study that is,

$$CS = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v) \dots\dots\dots(1)$$

$$CR = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v) \dots\dots\dots(2)$$

$$BP = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v) \dots\dots\dots(3)$$

$$CL = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v) \dots\dots\dots(4)$$

Dependent Construct: Customers' Patronage.

Independent Construct: Relationship Management

The mathematical model below is expressed as  $Y = f(\beta)$

Where Y = Dependent Variable

X = Independent Variable

Y = Customers' Patronage (CP)

X = Relationship Management (RM)

Therefore, from equation (1),

a) That is,

$$CS = f(RM), Y = f(\beta)$$

$$CS = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$$

$y_1$  = customer satisfaction

$$\text{Similarly, } X = (\beta_1, \beta_2, \beta_3, \beta_4 \dots v)$$

Where

$\beta_{Ser}$  = service quality

$\beta_{Ass}$  = after-sales service

$\beta_{Inf}$  = information sharing

$\beta_{Tru}$  = mutual trust

$v$  = error term

b) From equation (2),

$$CR = f(RM), Y = f(\beta)$$

$$CR = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$$

$y_2$  = mutual support

$$\text{Similarly, } X = (\beta_1, \beta_2, \beta_3, \beta_4 \dots v)$$

Where

$\beta_{Ser}$  = service quality

$\beta_{Ass}$  = after-sales service

$\beta_{Inf}$  = information sharing

$\beta_{Tru}$  = mutual trust

$v$  = error term

c) That is, from equation (3)

$$BP = f(RM), Y = f(x)$$

$$BP = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$$

$y_3$  = brand preference

$$\text{Similarly, } X = (\beta_1, \beta_2, \beta_3, \beta_4 \dots v)$$

Where

$\beta_{Ser}$  = service quality

$\beta_{Ass}$  = after-sales service

$\beta_{Inf}$  = information sharing

$\beta_{Tru}$  = mutual trust

$v$  = error term

d) That is, equation (4)

$CL = f(CE), Y = f(\beta)$

$CL = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

$y_4$  = customer loyalty

Similarly,  $X = (\beta_1, \beta_2, \beta_3, \beta_4, \dots, v)$

Where

$\beta_{Ser}$  = service quality

$\beta_{Ass}$  = after-sales service

$\beta_{Inf}$  = information sharing

$\beta_{Tru}$  = mutual trust

$u$  = error term

$CS = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

$CR = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

$BP = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

$CL = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

Where:

CS = Customers Satisfaction

CR = Customer Retention

BP = Brand Preference

CL = Customer Loyalty

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.0 Preamble

This section examined the findings and interpretation of the data collected from questionnaire copies to explore the impact of relationship management and patronage of customers in the telecommunication industry. Three hundred and sixty-seven (367) copies of questionnaires were given to respondents of different age, education and marital status. Out of this number, three hundred and fifty-one (351) copies of the questionnaire were collected from the field, which represents a reasonable return compared to the sample size. Data were analyzed and presented in different sections in this chapter using frequency counts, percentages, mean and standard deviation and interpreted according to the hypotheses of the study. While multiple regression statistical tool was used to test for association respectively at 1 per cent level of significance.

The table below shows the details of the response rate at a glance.

**Table 4.1 Analysis of Response Rate**

Valid/Returned	351	95.6%
Invalid/Unreturned	16	4.4%
<b>Total</b>	<b>367</b>	<b>100%</b>

Source: Author's Fieldwork Computation, 2020

#### 4.1 Data Analysis

#### 4.2 Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percent	Cumulative percent
<b>Gender</b>	Male	267	76.1	76.1
	Female	84	23.9	100.0
<b>Age</b>	20 - 35yrs	29	8.3	8.3
	36 - 45yrs	107	30.5	38.7
	46 - 55yrs	119	33.9	72.6
	56yrs and Above	96	27.4	100.0
<b>Marital Status</b>	Single	104	29.6	29.6
	Married	229	65.2	94.9
	Separated	12	3.4	98.3
	Widowed	6	1.7	100.0
<b>Highest Qualification</b>	NCE/OND	8	2.3	2.3
	HND/B.Sc. or Equivalent	125	35.6	37.9
	Postgraduate	218	62.1	100.0
<b>Employment status</b>	Permanent	330	94.0	94.0
	Contract	21	6.0	100.0

Source: Author's Computation, 2020

The frequency distribution of the demographic features of the respondents are as illustrated in table 4.1 and 4.2. Table 4.1 shows that 267 (76.1 %) of the 351 respondents are male while 84 (23.9 %) are female. Although the findings recorded a higher number of male staff of the selected tertiary institutions than their female counterpart, by implication, it can be deduced that the views being expressed are representative of both male and female. Also, the table 4.2 captured the statistics on the age distribution of the respondents. From table 4.2, majority of the respondents numbering 119 (33.9%) are within 46-55 age bracket, 107 (30.5%) within 36-45years, 96 (27.4%) were within 56 years and above, and 29 (8.3%) were between the ages of 20 and 35 years. This shows that the respondents were dominated by staff between the age brackets of 46-55years, therefore, it implies that the study has more mature minds as its respondents.

More importantly, out of the 351 respondents, 229 (65.2%) are married, 104 (29.6%) staff are single while 12 (3.4%) staff are separated parents, and 6(1.7%) are widowed. Hence, this means that the highest numbers of the employees are married. The figures as presented in table 4.2, narrates the educational background of the respondents where 218 respondents totalling to 62.1 per cent hold postgraduate certificates, 125 respondents representing 35.6 per cent (35.6%) hold first degree certificates (i.e. HND/B.Sc. or Equivalent). In contrast, 8 (2.3%) of the respondents hold either OND or NCE certificates. This connotes that the highest numbers of employees sampled are educated above the first-degree educational level. This by implication means that the respondents will have better understanding of what the subject matter is all about.

Lastly, 330 (94.0%) of the sampled respondents are permanent employees of the selected tertiary institutions, while 21 (6.0%) are contract staff. Hence, this by implication indicates that majority of the employees sampled are permanent staff of the selected tertiary institutions.

#### **4.3: Descriptive Statistics of the Respondents' Perceptions based on Variable Questions**

**Table 4.3: Descriptive Statistics of the Respondents' Perceptions based on Variable Questions**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Dev.</b>
Service Quality	351	2	5	3.69	.616
After-sales Service	351	2	5	3.78	.687
Information Sharing	351	2	5	3.88	.717
Trust	351	2	5	3.80	.620
Customer Satisfaction	351	2	5	3.70	.630
Customer Loyalty	351	2	5	3.87	.507
Brand Preference	351	2	5	3.81	.599
Customer Retention	351	2	5	3.72	.650
Valid N (listwise)	351				

**Source:** Field Survey, 2020

The descriptive statistics of the respondents' perceptions is presented in table 4.3. A theoretical mean of 4.00 was taken as a criterion to judge the mean for the items in all the sections. Therefore, any item in section of the instrument with a mean score equal to 3.00 was regarded to be significant and agreeable, while item with less than 2.00 was regarded as not significant and disagreeable. Concerning service quality, we have information from 351 respondents; the range of service quality is from 2 to 5 points, with a mean of 3.69 and standard deviation of 0.616. By implication, the respondents are, on average, agreed with questions on service quality. Concerning after-sales service, we have information from 351 respondents; the range of after-sales service is from 2 to 5 points, with a mean of 3.78 and standard deviation of 0.687. This implies that the respondents are, on average, agreed with questions on sales service. Regarding information sharing, information from 351 respondents shows that the range of information sharing is from 2 to 5 points, with a mean of 3.88 and standard deviation of 0.717. By implication, the respondents are, on average, agreed with questions on information sharing. Concerning trust, we have information from 351 respondents; the range of trust is from 2 to 5 points, with a mean of 3.80 and standard deviation of .620. By implication, the respondents averagely agreed with questions on trust.

Furthermore, concerning customer satisfaction, we have information from 351 respondents; the range of customer satisfaction is from 2 to 5 points, with a mean of 3.70 and standard deviation of 0.630. By implication, the respondents are, on average, agreed with questions on customer satisfaction. Concerning customer retention, we have information from 351 respondents; the range of customer retention is from 2 to 5 points, with a mean of 3.72 and standard deviation of .650. By implication, the respondents are, on average, agreed with questions on customer retention in the case of brand preference, we have information from 351 respondents; the range of brand preference is from 2 to 5 points, with a mean of 3.81 and standard deviation of 0.599, it implies that the respondents agreed on the average with the questions on brand preference. Lastly, customer loyalty, we have information from 351 respondents; the range of customer loyalty is from 2 to 5 points, with a mean of 3.87 and standard deviation of 0.507. By implication, the respondents are, on average, agreed with questions on customer loyalty.

## **4.2 Results**

The hypotheses of the study are: (1) There is no significant relationship between service quality and customers' satisfaction; (2) There is no significant relationship between after-sale service and customers' retention; (3) Information sharing does not significantly affect brand preference; (4) There is no significant relationship between trust and customers' loyalty. Multiple regression analysis was used to test those hypotheses and achieve the study's goals. Multiple regression is correlation-based, which allows for a more comprehensive analysis of the interrelationship between a collection of variables with many assumptions regarding the data that assumed that the dependent variables are normally distributed (normality) i.e. customers' satisfaction, customers' retention, brand preference and customers' loyalty; that the variation among observations is even (homoscedasticity) i.e. dependent and independent variables; that the relationship between observations is linear (linearity) i.e. dependent and independent variables and that the independent variables are not highly correlated (multicollinearity) i.e. Relationship Management as represented by service quality, sale service, information sharing and trust.

### **4.2.1 Test of Normality**

A standard curve for evaluating the normality of the dependent variables (i.e. consumer satisfaction, customer retention, brand preference and customer loyalty) may be drawn. Figure 4.1 to 4.4 provides a standard patronage scoring curve for clients. Many of the parametric statistics presume that the scores are uniformly distributed on each of the variables (i.e., follow the usual curve shape). For this analysis, the ratings are distributed relatively normally, with most scores in the middle diminishing to the extremes.

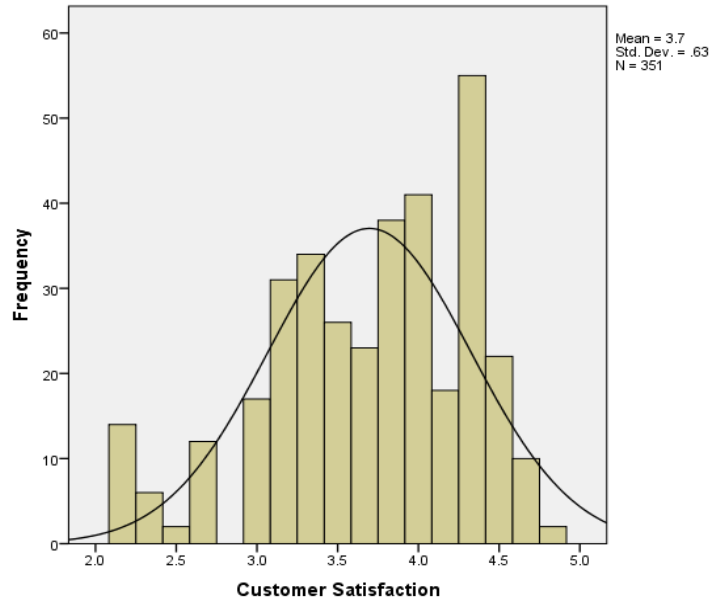


Fig 4.1: Histogram of Perceived Customers' Satisfaction Scores  
**Source:** Author's computation, 2020

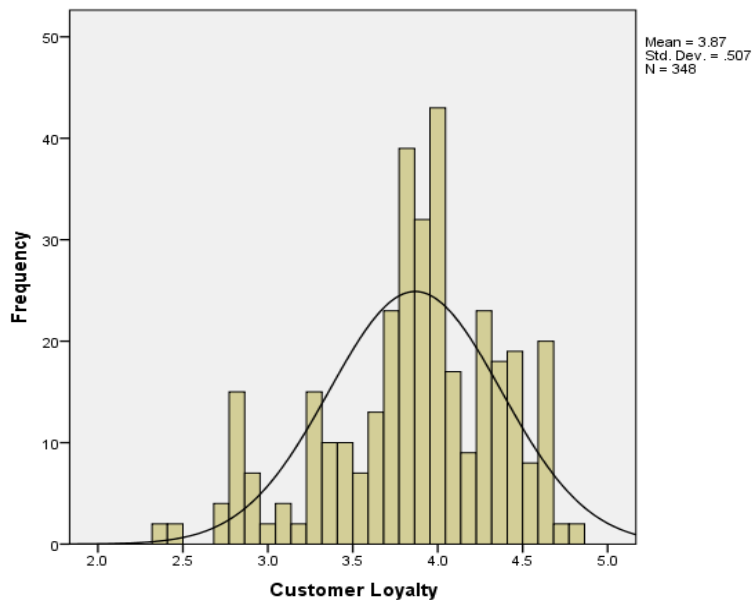


Fig 4.2: Histogram of Perceived Customers' Loyalty Scores  
**Source:** Author's Computation, 2020

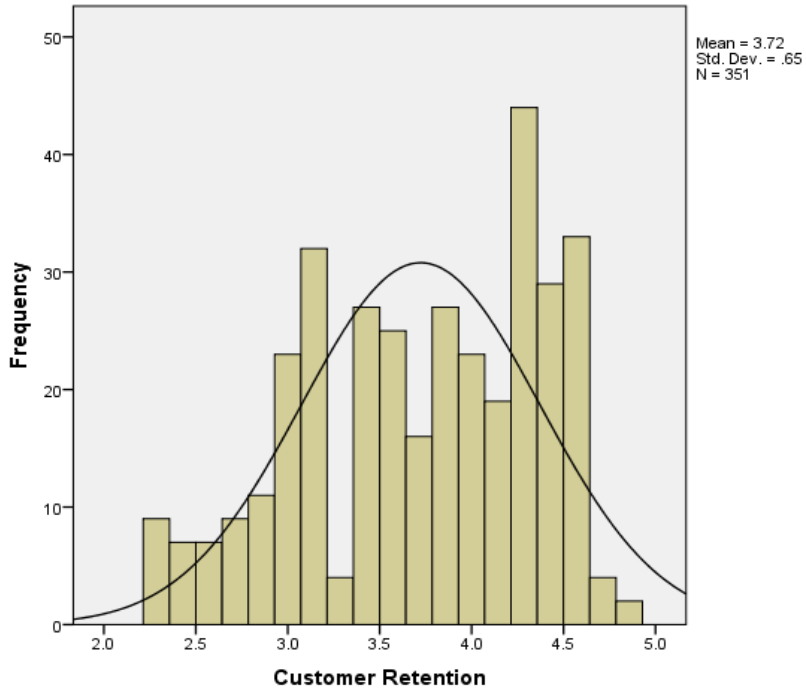


Fig 4.3: Histogram of Perceived Customers' Retention Scores  
**Source:** Author's Computation, 2020

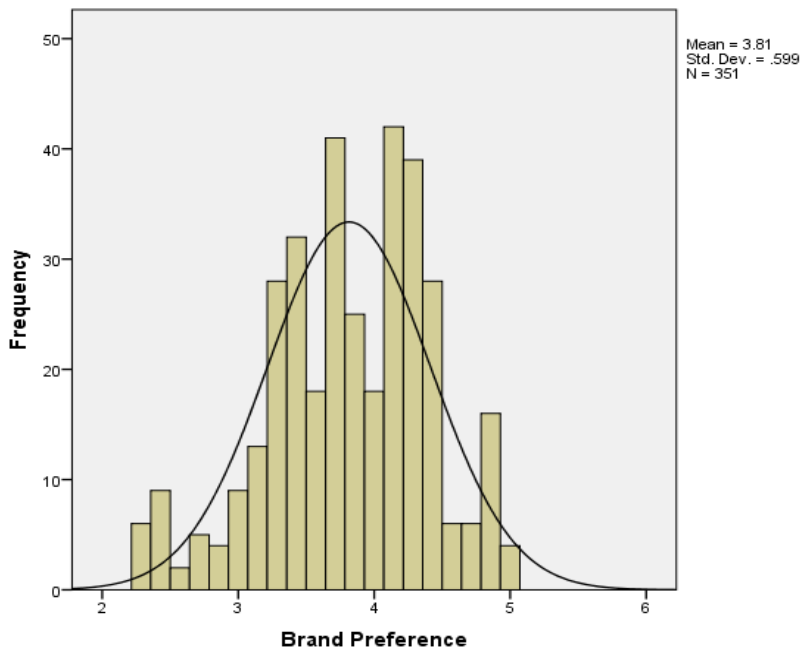


Fig 4.4: Histogram of Perceived Brand Preference Scores  
**Source:** Author's Computation, 2020

#### 4.2.2 Test of Multicollinearity

Multicollinearity occurs when the independent variables (i.e.  $r = .7$  and above) are strongly correlated. Tabachnick and Fidell (2011) have recommended that you think carefully before incorporating two variables with, say, a bivariate correlation of .7 or more into the same study. One of the variables needs to be considered as omitting. The bivariate analysis was performed in Table 4.4 below to test for Multicollinearity. The highest correlation in the table was that of .700. It shows low multicollinearity problem among variables of relationship management (service quality, after-sale service, sharing of information, and trust). So, all the variables are retained.

		Service Quality	Information Sharing	Trust	Sales Service
Service Quality	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	351			
Information Sharing	Pearson Correlation	.641**	1		
	Sig. (2-tailed)	.000			
	N	351	351		
Trust	Pearson Correlation	.700**	.557**	1	
	Sig. (2-tailed)	.000	.000		
	N	351	351	351	
After-sales Service	Pearson Correlation	.622**	.656**	.505**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	351	351	351	351

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Author's Computation, 2020

#### 4.2.3 Test of Homoscedasticity and Linearity

A scatter plot was drawn to check for homoscedasticity and linearity of the dependent variable relationship, i.e. consumer satisfaction, customer retention, brand preference and customer loyalty

and independent variables, i.e. quality of service, after-sales service, knowledge sharing and trust. The output of the scatter plots is shown in Fig 4.5 to Fig 4.8. From the output, a moderate, positive correlation appears to exist among the variables—respondents with high levels of perceived relationship management experience high levels of perceived client satisfaction through service quality. Also, workers with the poor perceived level of service have less perceived satisfaction of the customers. Besides, respondents with high levels of perceived after-sales service experience high levels of perceived retention from customers.

On the other hand, workers with perceived poor after-sales service rates have less perceptible retention of customers. Respondents with high levels of perceived sharing of information experience high perceived mark preference levels. On the other hand, workers with low rates of perceived exchange of information have less perceived label preference. Eventually, respondents with high perceived levels of confidence report a high degree of perceived consumer loyalty. On the other hand, workers with low perceived confidence rates have less perceived loyalty to customers. There is no sign of a curvilinear relationship (linearity test), and the scatter plots display a relatively even form of cigars along its length (homoscedasticity test).

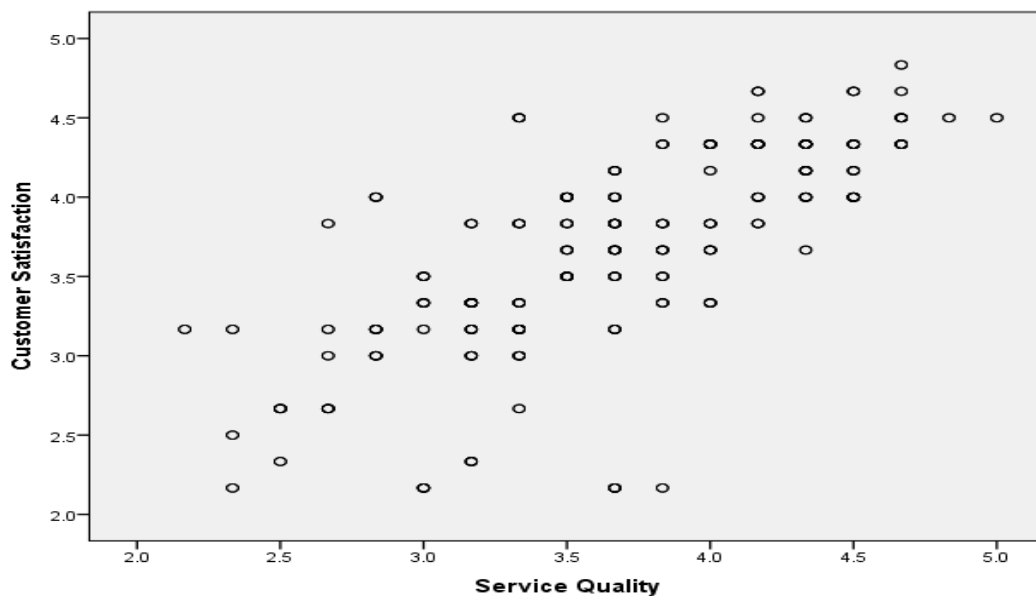


Fig 4.5: Scatter Plot of Perceived Service Quality and Customers' Satisfaction Scores  
**Source:** Author's computation, 2020

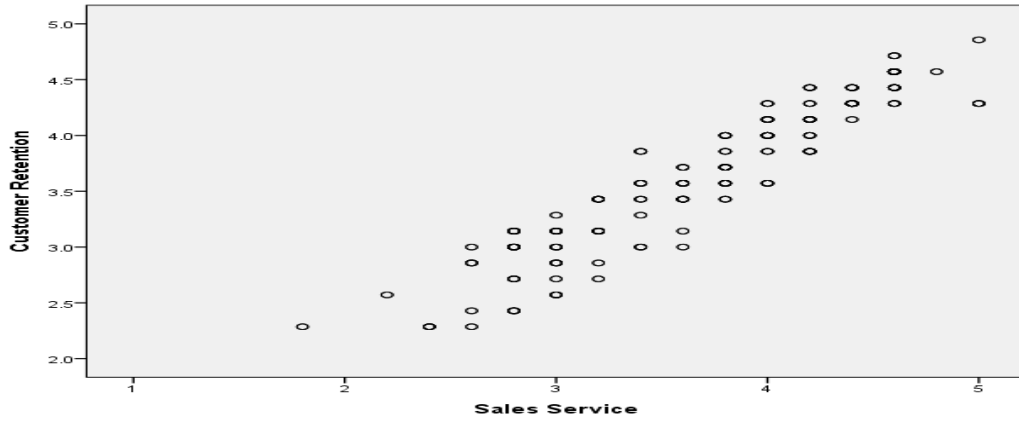


Fig 4.6: Scatter Plot of Perceived After-sales Service and Customers' Retention Scores  
**Source:** Author's computation, 2020

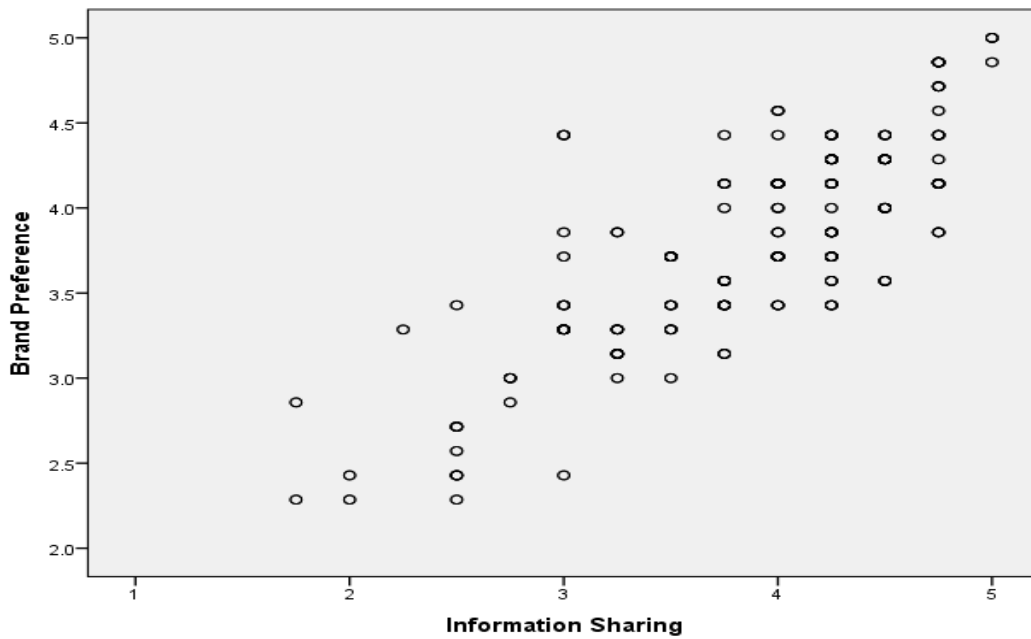


Fig 4.7: Scatter Plot of Perceived Information Sharing and Brand Preference Scores  
**Source:** Author's computation, 2020

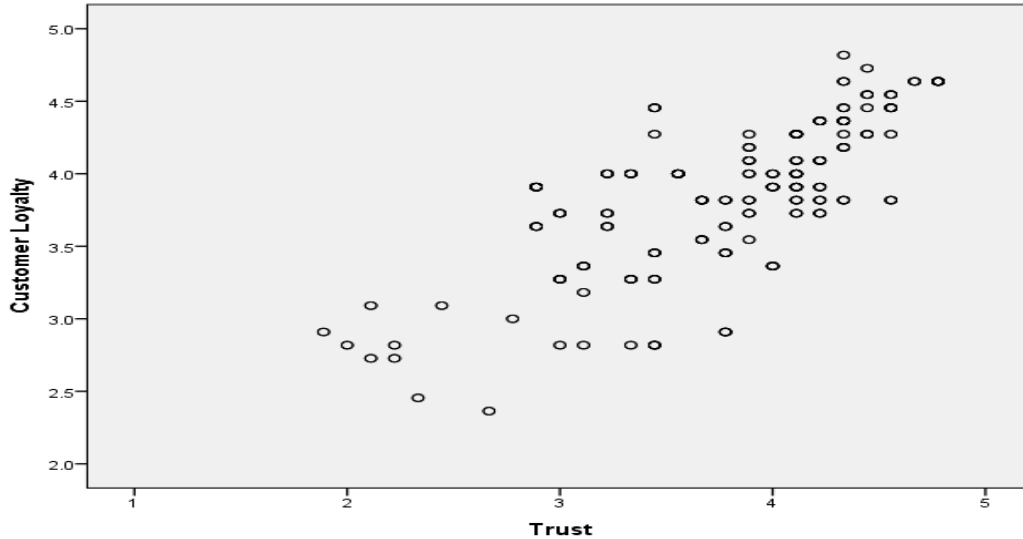


Fig 4.8: Scatter Plot of Perceived Trust and Customers' Loyalty Scores

Source: Author's computation, 2020

#### 4.2.4 Test of Hypothesis One

**HO<sub>1</sub>:** There is no significant relationship between service quality and customers' satisfaction.

Multiple regression was used to explore the impact of relationship management (proxied by service quality, sale service, information sharing and trust scales) on perceived customers' patronage (proxied by the customers' satisfaction scale). Table 4.4.4a presents the model summary. It shows that the correlation coefficient  $r$  is 0.78 which indicates that there exists a very strong relationship between customers' satisfaction (dependent variable, i.e. the variable being predicted) and service quality, after-sale service, information sharing and trust - which are predictors or independent variables. It is also clear from the table that the  $r^2$ , which is the coefficient of determination is 0.60, approximately 60%. That implies that more than two-thirds of percentage, i.e. 60 % change in customers' satisfaction can be explained by the availability of service quality, sale service, information sharing and trust. At the same time, the remaining 40% is explained by other factors that are not captured in the model.

**Table 4.4.4a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.775 <sup>a</sup>	.600	.596	.401	1.718

a. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing  
b. Dependent Variable: Customer Satisfaction

**Source:** Author's Computation, 2020

Also, the regression results as found in ANOVA Table 4.4.4b indicates that the approximate F-test was 129.93, meaning 1% [ $p < .000$ ] which is less than p-value 0.05 ( $p < 0.05$ ). It means the critical variable elements as a whole will together affect a shift in the dependent variable (Customer Satisfaction). However, the Table 4.4.4b further elucidate on the results of the variance analysis of the dependent variable with sum square regression of 83.41, as opposed to the residual sum of squares with a value of 55.53.

**Table 4.4.4b: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.407	4	20.852	129.926	.001 <sup>b</sup>
	Residual	55.529	346	.160		
	Total	138.936	350			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

**Source:** Author's Fieldwork Computation, 2020

Specifically, the output of regression as contained in Table 4.4.4c showed that there was positive relationship between perceived after-sales service and perceived customer satisfaction such that a unit increase in perceived after-sales service scores caused about .146 unit increase in perceived customer satisfaction scores which were statistically significant at 1% [ $p < .001$ ] which is less than p-value 0.05 ( $p < 0.05$ ). This shows that for every increase in that predictor, customer satisfaction increases by 14.6%. It thus infers that the better the after sales service, the higher the satisfaction of customers.

Also, there was a positive relationship between perceived service quality and perceived customer satisfaction such that a unit rises in perceived service quality scores induced about .499 unit

increases in perceived customer satisfaction scores which were statistically significant at 1% [ $p < .000$ ] which is less than p-value 0.05 ( $p < 0.05$ ). Every increase in this predictor increases customer satisfaction by 49.9%. It, therefore, implies that all things being equal, the higher the quality of service, the better the variation in the perceived customer satisfaction.

More importantly, there was a positive relationship between perceived information sharing and perceived customer satisfaction such that a unit rise in perceived information sharing scores induced about .198 unit rise in perceived customer satisfaction scores which was statistically significant at 1% [ $p < .000$ ] which is less than p-value 0.05 ( $p < 0.05$ ). It therefore, implies that all things being equal, adequacy of information shared determined to a large extent the perceived customer satisfaction.

Furthermore, there was a negative relationship between perceived trust and perceived customer satisfaction such that a unit rise in perceived trust scores induced about .02 unit decrease in perceived customer satisfaction scores which was statistically not significant at 1% [ $p < .000$ ] which is less than p-value 0.05 ( $p < 0.05$ ).

<b>Table 4.4.4c: Coefficients<sup>a</sup></b>					
Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	.601	.143		4.208	.001
1 After-sales Service	.146	.054	.159	2.684	.001
Service Quality	.499	.056	.488	8.966	.001
Information Sharing	.198	.052	.226	3.812	.001
Trust	-.017	.060	-.017	-.291	.001

a. Dependent Variable: Customer Satisfaction

**Source:** Author's Fieldwork Computation, 2020

**Decision Rule:** As depicted on the table above, it is therefore, established that taking into account (After Sales Service, Service Quality, Information Sharing and Trust) constant at zero, customer satisfaction will be 0.601. The findings presented further shows that taking other independent variables (service quality) at zero, a unit increase in modification of service quality would lead to 0.499 approximately (50%) increases in the customer satisfaction. As a result of this, the Null

Hypothesis ( $H_{01}$ ) was rejected on the basis that the 1% [ $p < .001$ ] is less than p-value 0.05 ( $p < 0.05$ ). Hence the alternative hypothesis was accepted, that there is significant relationship between service quality and customers' satisfaction. This means that when quality of the service is guaranteed it tends to significantly affect the satisfaction of the customers.

#### 4.2.5 Data Analysis for Hypothesis Two

**HO<sub>2</sub>:** There is no significant relationship between after-sale service and customers' retention.

Multiple regression was used to explore the impact of relationship management (measured by service quality, sale service, information sharing and trust scales) on perceived customers' patronage (measured by the customers' retention scale). Table 4.4.5a presents the model summary. It shows that the correlation coefficient  $r$  is 0.822 which indicates that there exists a very strong relationship between customers' retention (dependent variable i.e. the variable being predicted) and service quality, after sale service, information sharing and trust - which are predictors or independent variables). It is also clear from the table that the coefficient of determination is 0.675 approximately 68%. This implies that more than two-third of percentage i.e. 68% change in customers' retention can be explained by the availability of service quality, sale service, information sharing and trust. While the remaining 32% is explained by other factors that are not captured in the model.

**Table 4.4.5a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.822 <sup>a</sup>	.675	.672	.290	2.130

a. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

b. Dependent Variable: Customer Retention

**Source:** Author's Fieldwork Computation, 2020

Also, the outcome of regression as shown in Table 4.4.5b: ANOVA indicates that the average F-test was 178.361, meaning 1% [ $p < .001$ ] which is less than 0.05 p-value ( $p < 0.05$ ). That implies that changes in the dependent variable (Customer Retention) will collectively influence the critical variable elements as a whole. Besides, Table 4.4.5b abridged the result of the variance in the dependent variable with square regression sum (60.19) as opposed to the residual amount of 28.94.

<b>Table 4.4.5b: ANOVA</b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.190	4	15.048	178.361	.001 <sup>b</sup>
	Residual	28.937	343	.084		
	Total	89.128	347			

a. Dependent Variable: Customer Retention

b. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

**Source:** Author's Fieldwork Computation, 2020

Specifically, the output of regression as contained in table 4.4.5c showed that there was positive relationship between perceived after-sales service and perceived customer retention such that a unit increase in perceived sales service scores caused about .104 unit increases in perceived customer retention scores which were statistically significant meaning 1% [ $p < .001$ ] which is less than 0.05 p-value ( $p < 0.05$ ). This shows that for every increase in that predictor, customer retention increases by 10.4%. It thus infers that the better the after sales service, the better the customers retention.

Also, there was a positive relationship between perceived service quality and perceived customer retention such that a unit rises in perceived service quality scores induced about .187 unit increases in perceived customer retention scores which were statistically significant at 1 per cent going by the p-value (0.001). Every increase in this predictor increases customer retention by 18.7%. It, therefore, implies that all things being equal, the higher the quality of service, the better the variation in the perceived customer retention.

More importantly, there was a positive relationship between perceived information sharing and perceived customer retention such that a unit rise in perceived information sharing scores induced about .224 unit rise in perceived customer retention scores which was statistically significant at 1 per cent going by the p-value (0.001). It therefore, implies that all things being equal, the more the information sharing, the higher the variation in the perceived customer retention.

Furthermore, there was a positive relationship between perceived trust and perceived customer retention such that a unit rise in perceived trust scores induced about .199 unit increase in perceived

customer retention scores which was statistically significant at 1 per cent going by the p-value (0.001).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.166	.104		11.184	.001
1 After-sales Service	.104	.039	.141	2.633	.001
Service Quality	.187	.041	.226	4.598	.001
Information Sharing	.224	.038	.315	5.903	.001
Trust	.199	.044	.243	4.547	.001

a. Dependent Variable: Customer Retention

Source: Author's Computation, 2020

**Decision Rule:** As depicted on the table above, it is, therefore, established that taking into account (Sales Service, Service Quality, Information Sharing and Trust) constant at zero, customer retention will be 1.166. The findings presented further shows that taking other independent variables (After-sales Service) at zero, a unit increase in the modification of after-sales service would lead to 0.104 (10.4%) increases in customer retention. Yet, the Null Hypothesis ( $H_{02}$ ) is rejected on the basis that the p-value is 0.001, which is less than 0.05. Hence the alternative hypothesis is accepted, that there is a significant relationship between relationship management and customers' retention. This means that when relationship management dimensions are rightly deployed; this helps significantly to retain customers.

#### 4.2.6 Data Analysis for Hypothesis Three

**H<sub>03</sub>:** Information sharing does not significantly affect brand preference.

Multiple regression was used to explore the impact of relationship management (measured by service quality, sale service, information sharing and trust scales) on perceived customers' patronage (measured by the brand preference scale). Table 4.4.6a presents the model summary. It shows that the correlation coefficient  $r$  is 0.96 which indicates that there exists a very strong relationship between brand preference (dependent variable, i.e. the variable being predicted) and service quality, after-sale service, information sharing and trust - which are predictors or

independent variables). It is also clear from the table that the  $r^2$ , which is the coefficient of determination is 0.91, approximately 91%. That implies that the availability of service quality, sales process, knowledge sharing and confidence can explain more than two-thirds of the percentage, i.e. 91 per cent shift in brand preference. Although other variables that are not captured in the model clarify the remaining 9 per cent.

**Table 4.4.6a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956 <sup>a</sup>	.913	.912	.178	1.563

a. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing  
b. Dependent Variable: Brand Preference

**Source:** Author's Computation, 2020

Also, the regression results as found in ANOVA Table 4.4.6b indicates that the approximate F-test was 908.89, meaning 1% [ $p < .001$ ] which is less than 0.05 ( $p < 0.05$ ) p-value. This means that the construction variables are jointly influenced the variance in the dependent variable of brand preference. More so, the Table 4.4.6b further abridged the results of an analysis of variation in the dependent variable with a significant value of the square regression (114.82) as opposed the residual sum of squares with the amount of 10.93.

**Table 4.4.6b: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	114.819	4	28.705	908.892	.001 <sup>b</sup>
	Residual	10.927	346	.032		
	Total	125.747	350			

a. Dependent Variable: Brand Preference

b. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

**Source:** Author's Fieldwork Computation, 2020

Specifically, the regression performance as shown in Table 4.4.6c below: showed that a positive relationship existed between perceived sales service and perceived brand preference so that a unit increase in perceived sales service scores resulted in approximately 0.065 unit increases in perceived brand preference scores, which were statistically significant at 1% using p-value (0.001)

It indicates that brand preference rises by 0.65 per cent with each change in the indicator. The better the after-sales operation, the better the choice for the brand.

There was also a favourable relationship between perceived service quality and perceived brand preference so that unit increases in perceived service quality scores resulted in approximately .59 unit increases in perceived brand preference scores, which were statistically significant at 1% p-value (0.001). Any increase in this forecast raises brand loyalty by 59%. Therefore, it means that all aspects are equal, the higher the service level, the greater the variance in the brand image preference.

More significantly, there was a positive association between perceived information sharing and perceived brand preference to such an extent that a unit rises in perceived information sharing scores caused about .30 unit to rise in perceived brand preference scores that were statistically significant at 1% p-value (0.001) which is less than 0.05 p-value ( $p < 0.05$ ). It therefore, means that all things are equal, the more information exchange, the higher the variance in the perceived preference for the brand.

Also, there was a favourable relationship between perceived confidence and perceived brand preference so that a unit increases in perceived confidence scores caused approximately 0.012 unit increases in perceived brand preference scores that were statistically not important at 1% p-value (0.66).

**Table 4.4.6c: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	.167	.063		2.635	.001
1	After-sales Service	.065	.024	.075	2.710	.001
	Service Quality	.591	.025	.608	23.966	.001
	Information Sharing	.302	.023	.361	13.076	.001
	Trust	.012	.027	.012	.447	.655

a. Dependent Variable: Brand Preference

**Source:** Author's Fieldwork Computation, 2020

**Decision Rule:** As depicted on the table above, it is, therefore, established that taking into account (Sales Service, Service Quality, Information Sharing and Trust) constant at zero, brand preference will be 0.17. The findings presented further shows that taking other independent variables

(Information Sharing) at zero, a unit increase in a modification of information sharing would lead to 0.30 (30%) increase in the brand preference. Based on this, the Null Hypothesis ( $H_{03}$ ) is rejected on the basis that the p-value is 0.001, which is less than 0.05 p-value ( $p < 0.05$ ). Hence the alternative hypothesis is accepted, that relationship management significantly affects brand preference.

#### 4.2.7 Data Analysis for Hypothesis Four

**HO<sub>4</sub>:** There is no significant relationship between trust and customers' loyalty.

Multiple regression was used to explore the impact of relationship management (measured by service quality, sale service, information sharing and trust scales) on perceived customers' patronage (measured by the customers' loyalty scale). Table 4.4.7a presents the model summary. It shows that the correlation coefficient  $r$  is 0.96 which indicates that there exists a very strong relationship between customers' loyalty (dependent variable, i.e. the variable being predicted) and service quality, after-sale service, information sharing and trust - which are predictors or independent variables). It is also clear from the table that the  $r^2$ , which is the coefficient of determination is 0.92, approximately 92%. That implies that more than two-thirds of percentage, i.e. 92% change in customers' loyalty can be explained by the availability of service quality, sale service, information sharing and trust. At the same time, the remaining 8% is explained by other factors that are not captured in the model.

Table 4.4.7a: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.961 <sup>a</sup>	.924	.923	.180	1.428

a. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

b. Dependent Variable: Customers' Loyalty

**Source:** Author's Computation, 2020

Furthermore, the outcome of regression as found in Table 4.4.7b: ANOVA indicates that the approximate F-test was 1054.32, meaning 1% [ $p < .001$ ] which is less than 0.05 p-value ( $p < 0.05$ ). This means that the critical components as a whole will jointly influence changes in the dependent variable (Customer's Loyalty). Furthermore, the table below also summarized the results of the variance analysis in the dependent variable with a large value of the square regression total (136.51) relative to the residual sum of squares with a value of 11.20; this value indicated that the

model does not fail to describe any of the differences in the dependent variables. Consequently, the model was well established.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136.509	4	34.127	1054.315	.001 <sup>b</sup>
	Residual	11.200	346	.032		
	Total	147.709	350			

a. Dependent Variable: Customers' Loyalty

b. Predictors: (Constant), Trust, After-sales Service, Service Quality, Information Sharing

**Source:** Author's Fieldwork Computation, 2020

Specifically, the regression performance as shown in Table 4.4.7c below: showed that there was a positive relationship between perceived sales service and perceived customer loyalty so that a unit increase in perceived sales service scores resulted in approximately 0.73 unit increases in perceived customer loyalty scores which were statistically significant at 1% with the aid of p-value (0.001) which is less than 0.05 p-value ( $p < 0.05$ ). This shows that consumer satisfaction rises by 73 per cent with any rise in the indicator. It thus means that the better the after-sales operation, the higher the loyalty of the customers.

There was also a favourable relationship between perceived service quality and perceived customer loyalty so that a unit increases in perceived service quality scores caused approximately 0.31 unit increases in perceived customer loyalty scores, which were statistically meaningful at 1% p-value (0.001) which is less than 0.05 p-value ( $p < 0.05$ ). Any increase in this factor increases loyalty to consumers by 31 per cent. It thus means that all aspects are equal, the higher the level of service, the greater the variance in the loyalty of the perceived customers.

More significantly, there was a favourable relationship between perceived information sharing and presumed customer loyalty, so that a unit rises in presumed information sharing scores caused around 0.007 unit rise in presumed customer loyalty scores that were statistically not relevant at 1% p-value (0.001).

Besides, there was a favourable relationship between perceived confidence and perceived customer loyalty so that a unit increase in perceived confidence scores resulted in approximately 0.067 unit increase in perceived customer loyalty scores, which was statistically significant at 1% p-value (0.001).

**Table 4.4.7c: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.064	.064		.997	.319
1 After-sales Service	.731	.024	.774	29.982	.000
Service Quality	.305	.025	.289	12.190	.000
Information Sharing	.007	.023	.008	.296	.768
Trust	.067	.027	.064	2.463	.014

a. Dependent Variable: Customers' Loyalty

Source: Author's Fieldwork Computation, 2020

**Decision Rule:** As depicted on the table above, it is, therefore, established that taking into account (Sales Service, Service Quality, Information Sharing and Trust) constant at zero, customers' loyalty will be 0.06. The findings presented further shows that taking other independent variables (Trust) at zero, a unit increase in a modification of trust would lead to 0.07 (0.7%) increases in the customers' loyalty. As a result of this, the Null Hypothesis ( $H_{04}$ ) is rejected on the basis that the p-value is 0.01, which is less than 0.05. Hence the alternative hypothesis is accepted, that there is a significant relationship between relationship management and customers' loyalty.

### 4.3 Discussion of Findings

From the analysis and test of hypothesis one, it was evident that service quality affects customers' patronage in terms of customers' satisfaction. An appropriate assessment of the service quality of a firm can lead to fulfilment of consumers' expectations, thus, leading to maximum satisfaction. The finding of significant relationships is consistent with extant studies by Brown and Swartz (1989); Berry et al. (1988); Metters, King-Metters and Pullman (2003), who submitted that companies with high quality of service are preferred and valued by customers to the ones with low service or product quality. Service quality is a significant differentiator and the most powerful competitive weapon which all the service organizations want to possess. The results of the study also demonstrate that the higher the quality of the service delivered, the higher the level of

satisfaction of customers' and expectations. Therefore, firms must ensure that the ultimate goal of service quality measures up with the requirements set by customers thereby resulting to customer satisfaction.

To test hypothesis II, "There is no significant relationship between after sale service and customers' retention". Regression analysis was adopted and the result revealed that the coefficient point of 0.104 suggests that there exists a moderate positive relationship between after sale service and customers' retention. In addition, the probability and [t-statistics] value of .09 and [2.633] further suggests that the relationship between after sale service and customers' retention is significant since alpha level of 0.09 is greater than the p-value ( $p < 0.05$ ). The conclusion therefore is that improvement in after sale service is a major contributor to customers' retention. This is evident in studies conducted by Loomba, (1998); Gaiardelli, et al., (2007); which found that the main objective of the after-sales is to keep retain customer through trust, credibility and sense of security conveyed by the organization, and building lasting relationships that contribute to increased performance for sustainable results. The results of the study also showed that effective after-sales service protocol is essential to streamline service management and meet customer's expectations, it can let you experience customer delight, while also saving on your bottom-line, generates profit and retain customers.

Also, the study hypothesized, "Information sharing does not significantly affect brand preference". The result of computation showed that the correlation coefficient of 0.302 which indicates that there exists a very strong positive linear relationship between information sharing and brand preference. In addition, the probability and [t-statistics] value of .001 and [13.076] further suggests that the relationship between information sharing and brand preference is significant since alpha level of .05 is greater than the p-value ( $p < 0.05$ ). The conclusion therefore is that improvement in information sharing is a major contributor to brand preference. This is evident in the study of Duncan and Moriarty (2015) see information sharing as a process for managing customer relationship that drives brand preference. They believed that information sharing directly affects building long-term and enduring relationships with stakeholders of an organisation. Furthermore, the study found that brand preference exists when the information is shared and values are communicated or passed across to customers. The findings also align with the findings of D'Souza and Rao, (2015); Morgan and Hunt, (2016); Schultz, (2015), who see brand preference as the

consumer's predispositions toward a brand that varies depending on the salient beliefs that are activated at a given time. It is of the opinion that information sharing creates good rapport, brings empathy, promotes dialogue and drives brand preference. Contrary to the general finding, Williamson (2008) suggests that when information is impacted (and not shared between the parties) market failure is more likely.

Lastly, the study examined whether there is significant relationship between trust and customers' loyalty. Based on the result of hypothesis IV, result revealed that trust has a correlation coefficient of 0.067 which indicates that there exists a positive linear relationship between trust and customers' loyalty. In addition, the probability and [t-statistics] value of .014 and [2.463] further suggests that the relationship between trust and customers' loyalty is significant since alpha level of .05 is greater than the p-value ( $p < 0.05$ ). This finding aligns with the findings of Ribbink, Liljander and Streukens (2004) where it was revealed that customer trust is a mean to buy a product or service and that customer trust have a straight relationship with the customer loyalty. Customer trust is enhanced when the trustworthy branded item is placed at the trusted and admirable environment and sells by a praiseworthy individual. The finding of significant relationship is also consistent with extant studies of (Guenzi, Johnson & Castaldo, 2009; Ribbink, Liljander, & Streukens, 2004). According to their findings, customer trust increases the customer loyalty. When the customers have trust in services and products of a company then it leads to loyalty. The study discovered that there are several determinants of customer loyalty but the role of trust is crucial and important. Rauyruen and Miller (2007) opine that trust has greater impact over loyalty, that when the level of trust is greater on the supplier, then loyalty will increase and customer would want to retain the supplier by increasing the level of commitment.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter deals with the summary of the analytical findings, conclusions, policy implications of research objectives, recommendations, limitations of the study, suggestions for further studies and the contribution to the body of knowledge.

#### 5.1 Summary of the Findings

The study was able to make valuable deduction from the analysis that relationship management significantly affect patronage of telecommunication firms among the selected tertiary institutions in Nigeria. The study explored the effect of relationship management on patronage determinants such as customer satisfaction, customer loyalty, customer retention and brand preferences. Relationship management was defined using information sharing, after sales service, service quality and trust as key variables. Relationship management was perceived as an important key in business among companies to maintain and increase their customers' base.

The perceptions of academic staff of the selected tertiary institutions were sought with the aid of questionnaire. The study considered respondents based on gender, marital status, qualifications, and employment status among the selected tertiary institutions in South West Nigeria. Maintaining relationships with customers and ensuring absolute customer patronage is the foremost agenda of telecommunication industry in Nigeria. Relationship Management offered the much-needed strategy and solution to keep loyal customers satisfied, to prefer the brand, and possibly retained the customer with the organization across their lifetime. In the light of the above, find the synopses of the findings of the study as highlighted below:

Multiple regression was used to explore the impact of relationship management (measured by service quality, after sale service, information sharing and trust scales) on perceived customers' patronage (measured by the customers' satisfaction scale). The result found that the coefficient  $r$  is 0.78 which indicates that there exists a strong relationship between customers' satisfaction (dependent variable i.e. the variable being predicted) and service quality, after sale service,

information sharing and trust - which are predictors or independent variables. It is also clear from the table that the coefficient of determination ( $r^2$ ) is 0.60 (60%). This implies that more than two-third of percentage i.e. 60 % change in customers' satisfaction can be explained by the availability of quality service, prompt after sale service, adequate and effective information sharing and mutual trust. While the remaining 40% is explained by other factors that are not captured in the model.

The effect of perceived service quality on perceived customer satisfaction was also established such that a unit rise in perceived service quality scores induced about .50 unit increases in perceived customer satisfaction scores which were statistically significant at 1 per cent going by the p-value of 0.05 ( $p < 0.05$ ). Every increase in this predictor increases customer satisfaction by 50%. It, therefore, implies that all things being equal, the higher the quality of service, the better the variation in the perceived customer satisfaction. Equally, the effect of perceived information sharing on perceived customer satisfaction such that a unit rise in perceived information sharing scores induced about .198 unit rise in perceived customer satisfaction scores which was statistically significant at 1 per cent going by the p-value of 0.05 ( $p < 0.05$ ). It therefore implies that all things being equal, the more adequate and effective information shared, the higher the variation in the perceived customer satisfaction. Although, there was a weak effect of perceived trust on perceived customer satisfaction such that a unit rise in perceived trust scores induced about .02 unit decrease in perceived customer satisfaction scores which was statistically not significant at 1 per cent going by the p-value of 0.05 ( $p < 0.05$ ).

Multiple regression was used to explore the impact of relationship management (measured by service quality, after sale service, information sharing and trust scales) on perceived customers' patronage (measured by the customers' retention scale). The study found that the regression coefficient  $r$  is 0.822 which indicates that service quality, after sale service, information sharing and trust - which are predictors or independent variables influence customers' retention (dependent variable i.e. the variable being predicted). It is also clear from the table that the coefficient of determination ( $r^2$ ) is 0.675 approximately 68%. This implies that more than two-third of percentage i.e. 68% change in customers' retention can be explained by the availability of service quality, after sale service, information sharing and trust while the remaining 32% is explained by other factors that are not captured in the model.

The output of regression showed that there was positive relationship between perceived after sales service and perceived customer retention such that a unit increase in perceived after sales service scores caused about .104 unit increases in perceived customer retention scores which were statistically significant at 1 per cent [ $p < .000$ ] which is less than p-value of 0.05 ( $p < 0.05$ ). This shows that for every increase in that predictor, customer retention increases by 10.4%. It thus infers that the better the after sales service, the better the customers retention.

Multiple regression was used to explore the impact of relationship management (measured by service quality, after sale service, information sharing and trust scales) on perceived customers' patronage (measured by the brand preference scale). The result of the study shows that the correlation coefficient  $r$  is 0.956 which indicates that there exists a very strong effect between brand preference (dependent variable i.e. the variable being predicted) and service quality, after sale service, information sharing and trust - which are predictors or independent variables. It is also clear from the table that the  $r^2$  which is the coefficient of determination is 0.913 approximately 91%. This implies that more than two-third of percentage i.e. 91% change in brand preference attitude exhibited by customers can be explained by the availability of service quality, after sale service, information sharing and trust. While the remaining 9 % is explained by other factors that are not captured in the model.

Also, there was a positive effect between perceived service quality and perceived brand preference such that a unit rises in perceived service quality scores induced about .59 unit increases in perceived brand preference scores which were statistically significant at 1 per cent going by the p-value (0.000). Every increase in this predictor increases brand preference by 59%. It therefore implies that all things being equal, the higher the quality of service, the better the variation in the perceived brand preference.

More importantly, there was a positive effect between perceived information sharing and perceived brand preference such that a unit rise in perceived information sharing scores induced about .302 unit rise in perceived brand preference scores which was statistically significant at 1 per cent going by the p-value of 0.05 ( $p < 0.05$ ). It therefore implies that all things being equal, the more adequate and effective the information shared, the higher the variation in the perceived brand preference.

Multiple regression was used to explore the impact of relationship management (measured by service quality, after sale service, information sharing and trust scales) on perceived customers' patronage (measured by the customers' loyalty scale). Table 4.4.7a presents the model summary. It shows that the correlation coefficient  $r$  is 0.96 which indicates that there exists a very strong effect between customers' loyalty (dependent variable i.e. the variable being predicted) and service quality, after sale service, information sharing and trust - which are predictors or independent variables). It is also clear from the table that the coefficient of determination ( $r^2$ ) is 0.924 approximately 92%. This implies that more than two-third of percentage i.e. 92% change in customers' loyalty can be explained by the availability of service quality, sale service, information sharing and trust. While the remaining 8% is explained by other factors that are not captured in the model.

More importantly, there was a positive relationship between perceived information sharing and perceived customers' loyalty such that a unit rise in perceived information sharing scores induced about .007 unit rise in perceived customers' loyalty scores which was statistically not significant at 1 per cent going by the p-value (0.768). Furthermore, there was a positive effect of perceived trust on perceived customers' loyalty such that a unit rise in perceived trust scores induced about .067 unit increase in perceived customers' loyalty scores which was statistically significant.

## **5.2 Conclusion**

From the study it was deduced that relationship management is a process that integrates management of customer groups, management heads of an organization and managing business in an effective way. Relationship management acts as tool to facilitate the business and thereby improving customer relationship with the organizations. Also, after conducting this study and validating it through various data and quantitative analysis it can be effectively stated that relationship management is needed in the telecommunication industry which results in optimizing customer patronage. One of the utmost things that relationship management provides is customer satisfaction.

The results of the study also showed that effective after-sales service protocol is essential to streamline service management and meet customer's expectations, it can allow telecommunication

firms to experience customer delight, while also saving on their bottom-line of profit generation and retain profitable customers.

The study also concluded that improvement in information sharing is a major contributor to brand preference as it helps customers to be aware of new development about service rendered by the firms. Also, sharing quality and extensive information with customers can directly affect building and maintaining long and enduring profitable relationship.

Finally, the study concluded that there are several determinants of customer loyalty but the role of trust is crucial and important as evident by the result of the analysis conducted.

### **5.3 Recommendations**

To maintain a long-term presence in the marketplace, businesses should establish a mean of ensuring that quality of the service rendered by the firms is not compromised and that it should be consumer-oriented.

Telecommunication firms must be prepared at all times to attend to their customers after rendering their services to customers. This can be done by maintain a round the clock means of attending to customers complaints

Shared information about the services is of immense importance to maintain customer satisfaction in the industry. Telecoms should ensure that customers are promptly aware of new development in the firms' services such as improved feature of service package(s).

Telecom firms need to maintain a definite strategic plan to maintain trust and organise training for the managers and employees on how to handle issues promptly and manage the relationship from all sources; empowering employees with enough required authority so that they can instantaneously manage customers' queries. To provide service quality, the study recommends that customers should be encouraged to voice their complaints directly to the firm's management.

### **5.4 Policy Implications of Findings**

The research theoretically offers empirical evidence for the impacts of four fundamental relationship management dimensions such as service efficiency, after-sales support, information

sharing and trust. The study also improves value to the existing literature, as it demonstrates the relationship between a lesser-examined relationship management aspect, namely information sharing and Theoretically, the purpose of this study is to provide empirical evidence for the impact of four underpinning dimensions of relationship management such as service quality, after sales service, information sharing and trust on customer patronage as measured by customers satisfaction, customer retention, brand preference and customer loyalty. The study also adds value to the literature as it shows the relationship of a less examined dimension of relationship management namely information sharing and customer loyalty. It builds on previous studies in this arena in other countries' contextual setting but the focus has been entirely shed on south west Nigeria.

Throughout the globe regardless of the culture, in establishing the relationship between firms and customers, trust works as a crucial agent. Telecoms should design and execute their strategies with a view to winning customers' trust. The services offered by telecoms need to be consistent, accurate and on a timely manner regardless the service form which they are being offered. In addition to this, telecoms need to be transparent in the services' features and the costs associated with availing each of the services that they are offering. Values and principles which are clearly communicated and reinforced on a continuous basis helps telecoms build a trust-centric environment. Customers who place their trust in their certain telecoms ultimately turn into loyal customers who, later on, work as brand evangelists for the telecoms sharing information to the new customers.

## **5.5 Limitations of the Study**

The demonstration of this study has shown the effects of four underpinnings variables of relationship management, namely service quality, after-sale service, information sharing and mutual trust on customers' patronage in the telecommunication industry. As all the dimensions have proven to be statistically significant. Like all other pieces of science, this analysis is also not without limits. Below are some of the limitations listed:

This study involved only the impact of four dimensions on the dependent variable, whereas many other aspects of RM could have been studied, such as customer experience, reliability, etc.

The samples were selected from only the significant campuses in South West. But another area may have been chosen to carry out the analysis. Involving a larger sample size could have created enormous value. Since this study applied traditional multiple regression, mediating variables such as customer interaction may have been considered to expand the reach of the analysis.

## **5.6 Contribution to Knowledge**

The variables adopted in the study are broader than the ones in the existing literature, therefore, laying more credence to the argument of the positive impact of relationship management on customers' patronage. The study adopted four variables of relationship management (service quality, after-sales service, information sharing and mutual trust) and four variables of customers' patronage (customers satisfaction, customer retention, brand preference and customers loyalty) which were completely different from the variables of both constructs in the extant literature; hence, the study provided a broader knowledge of the phenomenon. Also, the study made use of classes of respondents different from the ones in the existing literature. This will allow the body of experts to make more informed generalisations about the subject matter. Lastly, the study covered a highly significant area than the area covered in the previous studies that have been domiciled in Nigeria.

## **5.7 Suggestion for Further Studies**

The wideness in the two significant constructs in this study makes it a nearly impossible task for a single study like this to explore the variables of the constructs. Further research can, therefore, be conducted to investigate the influence of certain relationship management variables, such as consumer preferences and experience on customer patronage.

Moreover, the current study had deployed quantitative techniques in analysing the data collected for decision making. Meanwhile, other studies can be conducted using both qualitative and quantitative method of analysis. Besides, the study had only been limited to South-West Geopolitical Zone of Nigeria, additional studies are suggested for different geopolitical zones.

Lastly, other studies on the subject matter could make use of different categories of respondents such as non-teaching staff and students as a way of differing from the one used in the current study with the view to being able to make a general statement about the phenomenon.

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## APPENDICES

### APPENDIX I



## A RESEARCH QUESTIONNAIRE SCHOOL OF POSTGRADUATE STUDIES

### **Impact of Relationship Management on Customers' Patronage of Telecommunication Services: Evidence from Selected Tertiary Institutions in South-West Nigeria.**

Dear Respondent,

#### **LETTER OF INTRODUCTION**

I wish to introduce *Olumuyiwa Oladapo FASANMI*, a doctorate student at the Kwara State University, Malete, Kwara State, Nigeria, who is researching on relationship management. The thesis examines the impact of relationship management on customers' patronage of telecommunication services: evidence from selected tertiary institutions in South-West Nigeria. To help achieve the study goals, you are kindly requested to partake in this survey. The survey contains information about you in general. It will take you about 25 to 30 minutes on average to complete.

This survey is confidential and does not have any distinctive markings. It is only for academic purposes; the complete answers will be aggregated and compiled into a single paper, which will be used exclusively for this field study.

Yours sincerely,

**Olumuyiwa Oladapo FASANMI**  
Researcher,  
08032535578

**APPENDIX II**

**Section A**

- A1 Sex: Male  Female
- A2 Age (20-35)  (36-45)  (46-55)  (56 and above)
- A3 Marital status: Single  Married  Separated  widowed
- A4 Highest Education level attained
- a) NCE/OND
  - b) HND/B.Sc. or Equivalent
  - c) Postgraduate
- A5 Employment status: Permanent  Contract
- A6 GSM Operator: MTN  Airtel  Glomobile  9Mobile

**Section B**

*For the following tables, please give your opinion/status of the agreement with each statement below (i.e., how much do you agree with each of the below statements). We are asking the below questions concerning your most favourite mobile network mentioned in B3 above.*

Key: SA=Strongly agree, A=Agree, N=Neutral, D=Disagree and SD=Strongly disagree

**Relationship Management Items**

After-sales Service	Particulars	SA	A	N	D	SD
ASS1	Response times of my service provider are fast					
ASS2	Contacting sales staff after delivery was easy					
ASS3	I could ask for clarifications on the service when needed					
ASS4	There were no issues in sending feedback to my service provider					
ASS5	Your service provider responds promptly to complaints after-sales					

<b>Service Quality</b>	<b>Particulars</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
SQ1	This mobile telecom controller follows up customer requests on time					
SQ2	That operator's frontline employees are always ready to help me					
SQ3	The response to complaints from consumers is always taken promptly					
SQ4	This company offers high-quality service reliably					
SQ5	This company provides personalized services to meet consumer needs					
SQ6	This operator provides information in good time while new markets occur					

<b>Information Sharing</b>	<b>Particulars</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
IS1	The company's personnel frequently communicate with customers					
IS2	The consumers openly share their views with the organisation's employees					
IS3	The customers displease the company's employees through contact					
IS4	When a policy change or some other related problem arises, the company's workers must communicate to customers in good time					

<b>Trust</b>	<b>Particulars</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
TR1	This operator is reliable since it mainly concerns the interests of consumers					
TR2	That operator's accounting system is trustworthy					
TR3	The operator's integrity is respected					
TR4	The operator's policies and practices are respected					
TR5	This Operator's service process is secure					
TR6	My service provider is fully compliant					
TR7	My service provider delivers on their commitments					
TR8	My service provider delivers excellent service consistently					
TR9	I trust my Network service provider					

### Customers' Patronage Items

Customer Satisfaction	Particulars	SA	A	N	D	SD
CS1	Services you have received from your service provider are the best services ever					
CS2	Services rendered by your service provider are very reliable					
CS3	Your service provides services to meet your expectations to satisfaction					
CS4	The technical quality of your service provider is excellent					
CS5	My service provider's staff are very responsive					
CS6	There is value for money in services rendered by your service provider					

Customer Loyalty	Particulars	SA	A	N	D	SD
CL1	I probably won't switch to another network soon					
CL2	I may recommend this network to my friends and family					
CL3	Even if I lose my SIM card for this network, I will replace it without any other network thought.					
CL4	I will continue to use that network, though other operators' prices have been much lower.					
CL5	I am worried about the fate of the telecommunications service supplier					
CL6	I will be using my existing mobile providers for an extended period.					
CL8	I would say good things to me about this operator					
CL9	To me, this operator offers the best service					
CL10	I also receive the services from that service provider					
CL11	This service provider encourages me to shop over and over again					

<b>Customer Retention</b>	<b>Items</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
RET1	I will continue to use this network no matter what					
RET2	I'll always prefer my present mobile operator if I have to choose again.					
RET3	I am not prepared to put the effort needed to switch to another network.					
RET4	Shifting my telecommunications service won't make any difference.					
RET5	I feel deeply connected to my service provider on the network					
RET6	I am saying a good thing to friends about my service provider					
RET7	Usually, I refer friends to my service provider					

<b>Brand Preference</b>	<b>Items</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
BRP 1	I personally recommend friends with my service provider					
BRP 2	This brand reflects my true choice of mobile phone service provider					
BRP 3	I'd use this brand more than any other mobile phone provider					
BRP 4	This mark fits my cell phone requirements better than other brands					
BRP 5	I'm keen to try other service suppliers if it may provide for me a better service.					
BRP 6	This cell phone brand is my first choice when it comes to making a purchase					
BRP 7	The symbol is very significant in describing my cell phone option					

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